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Contents

Volume 38, Number 1 January 1995



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Departments

6 News in Brief

Leisure Time is Precious
... Highlight What They
Do Right ... Automatic
Check-in Tested ... IRS
Issues Regulation ...
Employees Urged To Go
Home ... Make the Most
of Your Travel Agent ...
HR Responds to Trends
... How Frequent Are
Checkups? ...
Management and
Employees Form
Partnership

28 Employee Store

Cash or Charge?

By Cynthia M. Helson

30 Health Promotion

Mood Disorders: Warning Signs and Action Steps By David Chaudron, Ph. D.

36 Solutions in ES&R

Communicating
Effectively With E-Mail
By Ron Solberg

Features

8 Gearing Up to Join the Next Generation

You may be serving the next generation with more uses for virtual reality, on-site kiosks, smart cards and much more. Find out if your employee services are ready for the future.

13 Introducing NESRA's 1995 President

John Felak, CESRA, reveals his goals for NESRA as well as a few secrets he's discovered for being a successful employee services and recreation manager.

18 Official Call for Entries and Tips for Creating A Winning Entry

Find out how to put together a winning entry for NESRA's 1995 Awards of Excellence competition.

20 You're Part of the \$160 Million Employee Services Market

What do NESRA members spend the most on in a year—discount programs, employee store merchandise or company service awards? To find out, read the results of NESRA's Market Survey.

25 Re-engineering Your Career To Fit the New Corporate America

Learn how to take responsibility for your own career and how to be successful in the new work environment.

By Stan Goss and Tim Marvin

32 Buyer's Guide Update

34 Ad Index

Editor's Note

The Future is Closer Than You Think

by Cynthia M. Helson NESRA Director of Communications



Will ES&R

have a role in

the future?

he Future is not that place 30 or 40 years down the road, so I've been told. Change is occurring so quickly that futurists are looking only 10 years down the road.

Let's face it. Just in the past year many of you have undergone some drastic changes. Some of you have experienced rightsizing and have joined quality teams. Others are focusing on quality as you re-engineer your programs. Still others are learning the weighted value of your ES&R programs as you weave them even tighter into the core of your business—as they become a strategic element of your business.

It seems that while changes are taking place, managers are rolling up their sleeves and digging in to the work of creating a qualified, quality-conscious workforce. An employee services and recreation program has taken on more responsibility as it strengthens what will become a focused workforce striving to maintain quality. NESRA member, Ken Giannotti, Lawrence Livermore Labs. Livermore, CA has said in a few of his articles, "Employees don't need ES&R programs— Employers Do! Giannotti explains, "Dysfunctional families and organizations do not communicate—employee communications and cooperation are the chief benefits of ES&R to an employer. Employee communication and cooperation throughout an organization is one of the most important benefits a company derives from recreation programs. Employees come together informally and learn to know and trust each other."

This trust and the increasing importance of communication is something Randy Schools, CESRA, talks about in this issue's cover story, "Gearing Up to Join the Next Generation." In his article, Schools includes a list of predictions based on his experience as an ES&R manager and his research with the World Future Society.

NESRA's 1995 President, John Felak, CESRA, shares his views of the future and his goals for NESRA in 1995. He emphasizes the value of service, communication and coordination in NESRA's future success.

Speaking of success, NESRA's recent market survey reveals NESRA represents a \$160 million employee services market. Read the survey results on page 20 to see what you and other NESRA members spend on products and services.

You'll also get tips for communicating with E-mail, re-engineering your career and identifying employees with mood disorders.

After all, the future depends on the strength of the working relationships between employees, employees' willingness to accept responsibility and their motivation.

Strengthening the workforce is what ES&R is all about. We have an ever-important role in the future—and remember the future is not that far away.

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A Skill A Month Can Make A Big Difference

This new
department
will give you
tips on how
to improve
yourself
today. To
start, we
offer you a
year-round
plan for
learning.

s the new year starts, it's a great time to plan on sharpening your skills. It may seem like a lofty and over zealous thing to do, but it doesn't have to be that way. You can improve yourself by focusing on improving one skill a month. This will be easy if you take into consideration the things you naturally do within the month. Here is an example of what your skill sharpener calendar may look like:

January—Time Management

It's the perfect time to fill in your calendar and organize your schedule. Keep last year's calendar as a reference. Look through it to see when you did major projects and mark on your new calendar when the projects are due and when you should begin to prepare for them. Annual projects will run much smoother if you begin your preparation early.

February—Relaxation

Make relaxing and relieving stress a priority this month. Find out what techniques work best for you whether it be deep breathing or running a quarter-mile—and try to incorporate them into your routine this month. It's also a good time to reassess your fitness goals.

March—Public Speaking

Join Toastmasters or another group of speakers or volunteer to give a presentation outside your office. This way, you can research your audience and prepare a presentation based on your knowledge and experience.

April—Networking

Plan to attend NESRA's Annual Conference and Exhibit, your local chapter meeting or another professional meeting. Sit among unfamiliar faces and try to meet at least 5 new people. Do your best to pick up at least 3 new good ideas you can implement.

May—Money Management

Evaluate how you do your job and try to find at least 3 ways to do things that would cost less money. Brush up on your budgeting skills too. Evaluate how you are living up to budget so far and evaluate how you can better project for next year. Implement at least one new revenue-generating program at your company.

June—Writing Skills

Try to write all your letters, articles and other materials as concise as possible. Try to avoid clichés or to improve your punctuality this month. Teach yourself a few new grammatical rules and try to follow them. Also consider submitting an article about one of your company's unique programs for publication.

July—Organizational Skills

Begin the habit of handling each piece of paper once. Once you read it, either toss it, file it or distribute it to who would handle the matter. This can reduce clutter on your desk, eliminate procrastination and improve your response time to each matter.

August—Knowledge

Decide what areas you'd like to be more proficient whether it be accounting or language or marketing or whether you've wanted to work towards a Masters or Doctorate degree. Then take action to do it. Sign up for a class or an advanced degree program. If you can't do this now, establish clear goals on what you want to achieve and create a timeline for these goals. You can also

chart out what conferences and seminars you want to attend from now until the spring. We'll all have to get used to the practice of going back to school.

September—Leadership

Prepare yourself to get more involved in an effort for your company, your community or your field. Determine what you are interested in and where you can use your experience to guide others to success. Running for office in your professional or community organization gives you an opportunity to develop a range of skills from meeting planning to speaking to leadership.

October—Public Relations

Align your goals with your employer's goals and promote how you are working together to enhance the quality of employee work life. Get your corporate communication department's attention or go directly to the media with information on your employee programs. Work on improving your image within the company and your company's image in the community.

November—Team Building

Assess your work team and research how you can strengthen your team. Plan an activity or event that will allow team members to escape from their work for a little while and to rejuvenate themselves. Throughout the event create opportunities to generate creativity and to show appreciation.

December—Evaluation

Take another look at all that you planned this year and consider how you would improve things next year. Take this time to develop a standard evaluation procedure for each event/activity. Try to create an evaluation form and a system that will make evaluations more useful. Create a form that will generate new ideas for next year and that encourages you to collect feedback from others.

By following this calendar or one you make up, you can have a strategy for your continued personal and professional growth. By learning one new technique a month, you will have a broader base of knowledge and experience and you'll be less intimidated by goals.

Save Your Time!

Don't spend hours researching a service or program you'd like to provide for your employees

NESRA can help!

- Employee Services
 Management magazine
- Peer Network Directory
- Full-Time Staff
- Research Examples
- Program Examples
- Resource Files
- Much, Much More!

You've paid your dues; now use the resources that are available.



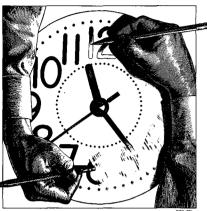
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National Employee Services and Recreation Association

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NEWS

IN BRIEF



V Leisure Time is Precious

mericans are increasingly valuing leisure and increasingly fearful they have less of it, reports *The Chicago Tribune*. Discussion usually centers around the Use of Time Project, conducted by the Survey Research Center at the University of Maryland from 1965 to 1985. The study concluded that Americans in 1985 averaged about 40 hours a week of leisure time, a gain

of five hours over the previous 20 years.

Experts now believe that the overtime worked by hourly employees is at an all-time high.

Americans work about 163 hours more per year than they did 20 years ago, or about three hours more per week.

Americans have started to value what leisure time they have. In 1993, 42 percent said they valued leisure more than work, compared with 31 percent who said work was more important. Leisure costs money though, the American Recreation Coalition, annual sales of recreational goods and services exceeded \$300 billion in 1990, the most recent figures available.

verbal praise or handwritten notes, with a more structured system, such as performance-based bonuses or an internal awards program.

V Automatic Check-in Tested

major hotel chain is testing automated check-in systems at two of its hotels, says *Crain's Chicago Business*. The kiosks let a guest with a reservation and credit card bypass the front desk and get a room in less than a minute. A guest also can receive a bill and check out.

These check-in machines are connected to the hotel chain's worldwide reservation network.

any?" Their iRS Issues Regulation

In issuing regulations on the issue of deducting club dues as a business expense, the IRS ruled unfavorably for clubs that organize for business, pleasure, recreation or other social purposes, reports Association Trends. Under the new regulations, dues for country clubs, airline clubs, hotel clubs,

golf and athletic clubs and other clubs operated to provide meals, would no longer be tax-deductible.

Dues paid to local chambers of commerce, trade associations, business leagues, board of trades, real estate boards, professional organizations, and civic or public service organizations will continue to remain a deductible business expense.

v Employees Urged To Go Home

In today's work environment there is less and less direct correlation between hours of labor and results, reports USA Today. There is evidence that the productivity gains of long hours are more than offset by sloppiness, lack of creativity, absenteeism and burnout.

Many companies are urging their workers to work smart not work long. And U.S. workers are feeling stress from the demands for more work from fewer people.

One company that offers flexible time, job sharing and work at home to help employees balance family and personal life says,

▼ Highlight What They Do Right

In a recent survey, more than one third, 34 percent, of executives said a lack of praise and recognition is the number one reason employees quit a job, reports Robert Half International. Executives were asked, "Which of the following is the single most common reason employees

leave a company?" Their responses: Limited recognition and praise, 34 percent; compensation, 29 percent; limited authority, 13 percent; and personality conflicts, 8 percent.

Praising accomplishments provides
psychological rewards that
are critical to satisfaction in
any professional setting.
Managers should combine
informal rewards, such as

"We'll be the employer of choice. Our productivity will be higher, our morale higher."

Another company is among a growing number of companies that insists workers use their vacation time. It encourages community involvement and accommodates volunteerism with flexible hours.

Shorter hours reduce stress. Seventy-two percent of workers say they frequently experience such stress-related illnesses as depression, ulcers and headaches.

Make the Most of Your Travel Agent

T o make the most efficient and effective use of your travel agent and his/her computer reservation systems, it pays to know what kind of information the system can supply, what it can and cannot do, and how the

whole system works, says Frequent Flyer.

Depending on which system the travel agent uses, reservations and issuing tickets and getting boarding passes can be made. Some travel agents also have access to "lastseat availability" on airlines. Many carriers allow the agent direct access to their in-house computer system through the computer reservation system, enabling the agent to see every seat that the airline's own reservationists can sell, right down to the last seat on each flight.

Travel agents can also use the computer to know the on-time performance of a particular domestic flight, your travel agent need only consult the schedule display on the computer reservation system.

Your agent can use the computer reservation system to locate a bewildering variety of airfares and search automatically for the lowest fare that meets your travel plans.

The travel agent's computer reservation system can also make reservations at hotels, rental cars and trains.

▼ HR Responds to Trends

The American Society for Training and Development surveyed 400 HRD executives regarding trends in business, technology and training, reports American Society for Training and Development.

The business trend most respondents said will be the most significant is the global economy and its demands. The trend that ranked number one for effect on the HRD profession was the creation of high-performance work organizations. Ranking last among business trends for effect on HRD was the move toward universal performance standards.

The technological trend with the highest probability

rating was the continued migration of computer power from the mainframe to the desktop to the briefcase to the user's hand.

The training trend predicted to have the biggest effect on HRD was continuing experimentation with centralization and decentralization of the training function. The training trend expected to have the biggest effect on organizations was the increased use of just-in-time training delivered in the context of a job or a task.

How Frequent Are Checkups?

A ccording to USA Today, 32.4 percent of those surveyed last had a routine checkup visit with their doctors one to two years ago. Over 38 percent had a routine exam less than one year ago, 13.3 percent have never had a routine exam, and 14.2 percent had their last exam more than two years ago.

Management and Employees Form Partnership

ith constant change being an inevitable function of doing business, communication among management and staff has become increasingly important, reports London House consulting group. Companies that get employees involved by monitoring their staff's reaction during transitional times are far more likely to profit from change. One way businesses can begin building a partnership with staff is through the use of employee climate surveys.

Because surveys are typically anonymous, employees feel freer to state their ideas without fear of retribution. And while employers may be surprised by what they learn, the information acquired can help them make important improvements in key business concerns such as customer service, quality, productivity and safety.

To make a survey work, management needs to get past the anxiety of asking employees to share their honest thoughts about the organization.

Gearing Join the Next

by Randy Schools, CESR

Your world as you know it will never be the same.
Fundamental concepts of work will change.



Up to Generation

ould you recommend that your child or grandchild enter into the field of employee services? Do you have the capacity to let everything go and start your career over from scratch? Are you ready to relocate every 5-10 years? Are you ready to work for a virtual corporation knowing that the company will dissolve after a one-or two-year period, after its missions have been accomplished?"

The main purpose of this article is to identify some of the possibilities for the future, so that people can make better choices as they go about the very difficult task of shaping the world of tomorrow. We will continue to have many questions—questions that you think about as an employee services manager—not only for now but for the future as well. What is the life force of our program? What do we do best and how does that relate to what the corporate world needs? How can we make a difference collectively in the lives of our employees? What activities are worth undertaking and worth our commitment?

Changing Times, Changing Visions

Are we up to the challenge? Yes, because you have experienced change before, and you have been getting ready for more changes. Yes, Cyber employee services will see new relationships between providers and consumers, as massive waves of immigration and diversity are changing the base of America. Our workplace is undergoing

revolutionary change, simply because American business has to change to survive. We have changed so fast that at times it seems our foot is always to the pedal, going faster and faster. Everywhere we go there is speed required; combine that with responsiveness, flexibility, shorter development to production's life cycle and knowledge of technology, and you have the new workplace. Yes, you are ready for the challenge.

Trends

Recently the Association Committee of the Group of 100 of the Chamber of Commerce of the U.S. held a meeting to look at the association and nonprofit sector from 1995-2005. These are the trends that have begun and have been predicted to continue through the year 2005:

- Members are demanding more service, quality and value.
- Growing global emphasis and international focus
- Grassroots emphasis and international focus
- More organizational mergers, and increased focus by "niche" nonprofits and associations.
- More for-profit associations and subsidiaries.
- Use of technology to enhance productivity and reduce the number of meetings.
- Expanded use of outsourcing meetings.

 Take this into account with the type of CEO that will lead the new American workforce, as provided in a visionary session of the American

You'll be able to visit a kiosk in a local mall, beam up your favorite software or games and have it on hand in two minutes. For larger employee stores, you should have the capability within the next two years.

Institute of Certified Public Accountants:

- **1.** Have a leader/executive who is not afraid to be a visionary.
- **2.** Demonstrate that the most effective inventions occur before the need becomes obvious.
- 3. Develop a reliable mechanism for identifying these challenges and communicating them to your employees or members.

It's 1995 and Its Already Here

Let your imagination go and think of how these items can be utilized in the employee services field.

Smart Cards: They look like credit cards but have microprocessors encased in plastic. The smart cards can be used as portable files that hold health and insurance data, as charge cards for use at pay phones and to access payfor-view television programming with a special decoder. They could be used for:

Predictions for the Year 2005 and Beyon

- **1.** Having an afternoon nap will be an acceptable business practice...Employers will realize that productivity increases after a quiet time break.
- 2. Virtual Reality Games—National Competition will take place among corporations and divisions. This new form of competition will replace many of the sports leagues and tournaments of the 19th century.
- **3.** Retiree programs will become larger than employee programs. Employee Services administrators will be asked to take on more programming for employees after they retire.
- 4. NESRA will change its name to the International Employee Services Association (IESA), with chapters in Brussels, Mexico City, Tokyo, Moscow, Sidney and Rio de Janeiro. The first international conference of IESA will be held in Quebec City.
- 5. Major employers will have a Director of Humor who is responsible for keeping employees happy and stress free. Often these individuals will carry the title of Vice President of Employee Services and Mirth.

Randy Schools, CESRA, is general manager of Recreation and Welfare Association for The National Institutes of Health, Bethesda, MD. He also served as chairman of the 1993 Strategic Long Range Planning Committee and is a NESRA Past President.

- **1.** Fitness club membership.
- **2.** Sell at company stores for local and long distance phone systems.
- **3.** Develop them as a local venture with movie theaters.
- **4.** May be used in company stores.
- **5.** Employees may be able to purchase them for company stores.
- **6.** Use in areas where the company has parking lots for prepaid parking.

Smart cards are used in Asian and European bank networks as a replacement for coins for low-cost purchases such as newspapers.

Satellite Transmissions: The capability to transmit computer software by satellite is now being developed. You'll be able to visit a kiosk in a local mall, beam up your favorite software or games and have it on hand in two minutes. For larger employee stores, you should have the capability within the next two years.

As we continue to explore science and technology remember that everything will be smart. That is, responsive to its external or internal environment. This will be achieved either by embedding microprocessors and associated sensors in physical devices or by creating materials that are responsive to physical variables such as light, heat, noise, odors and electromagnetic fields or by a combination of these two strategies. In the Washington area a "Smart House," which brings electronics in your home is available. For example, you can set your coffee maker to have your coffee ready at 7 a.m. and your garage door to open at 7:30 and have dinner turned on at 6:00 p.m. when you return home. The workplace will also be faster and more efficient as we move to the 21st century.

Our communications to other NESRA Members for information will also be quicker

- elder care will become completely integrated into employee complexes.

 Thus, an employee will be able to work out in one room, while his children and parents are being watched in another area of the building. This trend will begin at the corporate worksite and spread to municipal governments.
- Z. Employees will learn from their home of upcoming activities and discounts through E-mail and Internet. Tickets, complete with maps to the programs will be handled through "ATM-like machines" located at main locations within a company.
- 8. Major corporate sales departments will establish a new position of Director of Workplace Marketing. Their main responsibility will be to sell the product line to employees at the workplace.
- The average employee services administrator will move approximately four times and will work for five different corporations in the course of a career. Part of this time will be spent working from regional work centers.
- **10.** Virtual Reality Picnics will take place as employee services administrators have continued difficulty finding space to accommodate their programs.

broadband of networks based on fiber optics; other techniques such as communications satellites, cellular and microwave will be ancillary.

Throughout the advanced nations and the middle-class and prosperous crust of the developing world, face-to-face, voice-to-voice, person-to-data and data-to-data communication will be available to any place at any time from anywhere. "Beam me up" and

you'll have information on your

seconds.

employee services programs within

and easier. There will be a worldwide.

One of the positive aspects of the revolution in science and technology is that there will be more recreation and leisure time for our employees. Yet our job of motivation will be more difficult. Yes, on a global scale business will continue to downsize, "right size." Those left at the worksite will continue to control through outsourcing and contracting, yet everyone's need for exercise and

nutrition will continue. Science already knows that to prolong one's life you must eat right, stop smoking and exercise. As your baby boomers age and their children take on leadership, it will be increasingly important to practice good health habits.

Yes, by the turn of the century we will have a national universal health-care system. One does not know the form of the program, yet you must realize that prevention will be at the front, along with your individual choice to take care of yourself. We will continue to train and educate our workforce on proper lifestyles.

Also, we must remember to compete in the world economy where quality, service and reliability will be routine business criteria around the globe. As robots and other types of automation create job shortages for some humans, other jobs will be created. Mr. and Mrs. Robot will take

over the dull, dirty and dangerous tasks. Humans will have better jobs, and these will be plentiful because there are so many human needs that remain to be satisfied. Change will continue to be a big part of our lives, with companies hiring and firing as their needs change. Our jobs will change—many of us will become contractors, others of us will go in for a year or two to improve morale and programming, and many of us will work with one or two companies together. Yes, Mr. Dylan was right "these times are changing." Our people skills are important and will transfer easily from one industry to the next.

Conclusion

Our job to assist our employees and their recreational needs will continue to be important. Half of all American marriages begun in the early 1980s will end in divorce, the number of unmarried couples living together has more than tripled since 1970 and one out of four children is not living with both parents. Our job to help single parents will increase. Our programs must be low cost, convenient and provide opportunities for networking. Elder care programs will increase at the same level that fitness increased in the 1970s and day care did in the 1980s. Employers will realize that having a totally integrated program of fitness, health promotion, day care and elder care will be necessary for productivity of their employees.

We worked our way through the '70s and '80s and we have learned that employee involvement leads to improved trust between management and labor. We have improved our decision making and today there is less resistance from workers to the introduction of new technology. The one thing we have learned is that you are in charge of yourself and as the future changes you will need to change. Never forget that you are in business for yourself and that we must learn from each other. Because before you know it, you are going to be "beamed up."



NESRA's 1995 President John Felak, CESRA

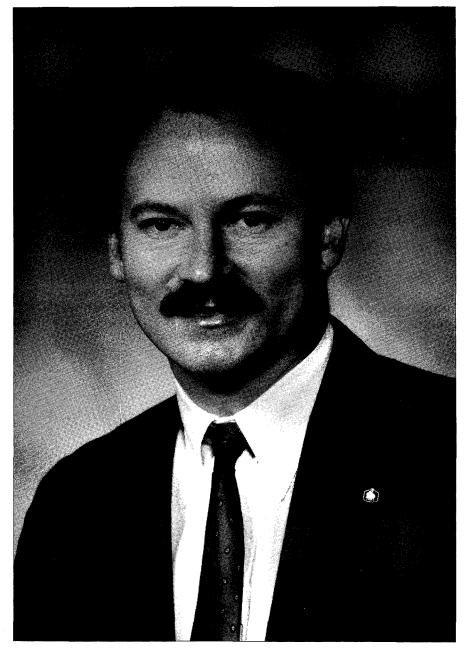
ESM interviews NESRA's 1995 President John Felak, CESRA on his commitment to NESRA, his views on the future of Employee Services and Recreation and his personal goals.

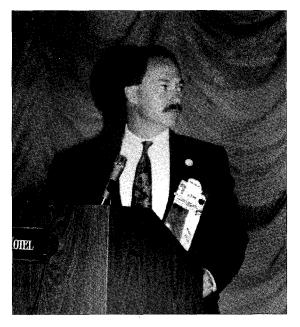
ESM: What are your NESRA presidential goals?

Felak: Serving as NESRA President has been a goal of mine since 1986. I have been fortunate to know each of the presidents since then and I want to guide the Association with a vision for the future. I would like to focus on serving our members better, improving our communication and continuing an aggressive effort to ensure our future success in the employee services field. I want each member to know NESRA is comprised of individuals working toward common goals for the benefit of all.

ESM: What ingredients are needed to put together a winning combination for NESRA?

Felak: Individuals with company support and a burning desire to excel are the key ingredients for NESRA. I have had great company support and a willingness by them to invest time and money to develop my skills as a leader. I see NESRA as having the same needs. We have a great staff, extremely talented members and a desire to continually improve the quality of life for our company employees. There is no company that can argue with those goals. But I believe our real key is to gain management support and make employee services a component of business.





ESM: What characteristics can be found in a good leader?

Felak: I have had success by being a good listener with a sincere interest in another's work and challenges. Good leaders respect other's opinions and rely on others to complement their weaknesses. A leader needs to recognize the talents of others and give them the best chance at success by giving them the tools, the authority and the encouragement to get the job done.

ESM: In what ways has serving on the NESRA Board of Directors helped you do your job better?

Felak: I have often stated that the NESRA Board is my training ground. The many issues faced by the Board and our members keep me abreast of the constant challenges facing our field. By experiencing these challenges and gaining insight into the solutions, I have enabled myself to bring these experiences back to the worksite, making me a better employee. I have also learned of the wealth of knowledge in NESRA and its members' willingness to share information and experiences. By serving on NESRA's Board, I've had better insight into what my Board expects of me. My role on NESRA's Board of Directors has helped to stretch my limits and my standards. I have brought those ideas back to my workplace.

ESM: You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice learn?

Felak: Conferences have always been a great experience for me and a chance to meet many new people. We have had between 80-120 newcomers every

year to the Annual Conference giving each of us so many opportunities to grow as professionals. I understand that even as NESRA President, I am not the authority on every or even most ES&R issues. The Regional Conferences have also been great because I've had less Board responsibility and a chance to reexperience the event. It showcases the new leaders of NESRA, those that will take us into the 21st Century.

Newcomers can look forward to an interesting experience. The new attendees should jump into the action of the conference. They must attend the sessions, hear the speakers, participate in the discussions and get the full benefit of attendance. They should strike up a friendship with someone and benefit from each other's knowledge. Veteran attendees remember they too were a newcomer once and they go to great lengths to make everyone welcome.

ESM: Everyone has less time to do more. How do we motivate others to strive for leadership positions in NESRA?

Felak: Having less time to do more can be healthy for us. We must take a hard look at what we do and decide what is important and what is not. I believe we motivate others to serve by conducting business successfully and involving as many into the process as possible. I am a big supporter of the NESRA structure with Region Directors, Regional Councils and Chapter Boards. We have 350 people serving as Chapter leaders, about 1 out of 12 members, giving us a healthy outlook for the future. We need to encourage others to get involved and remember to thank them. I don't believe that leaders are born, rather they are encouraged to lead, guide, support and take responsibility. We should all be worth more than we are paid, for if not, we will never achieve our greatest level of success.

My role on NESRA's

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helped to stretch my
limits and my standards.
I have brought those
ideas back to my

workplace.

ESM: How can ES&R managers solidify their department's position within their company?

Felak: Begin to justify your programs with successful relationships that help the company's mission. If your company makes airplanes, find the way to communicate to management how your programs help make better airplanes. In your company newsletter, highlight active participants who are solid employees. Regularly ask management how you can make their job easier and follow through on your tasks. Conduct your business with the highest level of integrity and increase your level of acceptance. Management will support a vibrant arm of the company that contributes to the company's mission.

ESM: How should ES&R position itself in an organization? Part of human resources? Community relations/PR? Its own entity?

Felak: ES&R should position itself as its own entity in the company, it is our key to success. We need to convince corporate America that the employee quality of life is essential to good business. We should be an integral part of every company mission, with the employee being the glue that makes the entire puzzle stronger.

ESM: What perceptions do you think corporations have of employee services and recreation? Does this image need to be changed? If so, in what way?

Felak: Just as there are many corporations, there are many perceptions of ES&R. I am convinced that Corporate America values employee services but does not perceive it as a necessary component of business. I don't believe our image needs to change as much as our role to corporations needs to be defined. It is this challenge that is at the forefront of NESRA's agenda. We need to do a better job of defining our benefit to the company's bottom line.

ESM: How important is NESRA's Strategic Long Range Plan (SLRP)?

Felak: I feel very strongly about the necessity of a long range plan. Participating in our last S.L.R.P. (Refer to Employee Services Management, November/December '94, p.7) gave me a good understanding of where our field will be tested in the years to come. I have learned that long range used to mean 5-10 years, but now means three years at the most. The discussion and prioritizing of goals will be the catalyst of our Committee and Board agendas while I serve as President.

ESM: What are your responsibilities at Operations Recreation Association (ORA)?

Felak: My title is executive director of Operations Recreation Association, which is made up of 16,000 plus members and over 6,000 retiree members. We plan activities, offer discounts and tickets in a company store and maintain a 210-acre facility to make the Savannah River Site a better place to work. Our staff of six full-time and four part-time employees stay busy year-round.

If your company makes airplanes, find the way to communicate to management how your programs help make better airplanes . . . Management will support a vibrant arm of the company that contributes to the

company's mission.



Assisting on Senior Day, John Felak, CESRA, helped run horseshoe tournaments, fishing tournaments, crafts and a luncheon.



Felak takes an active role in his program umpiring softball in ORA's 82-team league.

My most important
lesson has been to keep
in mind our mission and
to give our workplace a
better and more
productive atmosphere
to conduct business.

ESM: What changes have taken place in the ES&R field since you entered it?

Felak: Since I began in 1980, the variety of functions performed by ES&R staffs has broadened, but the biggest difference is the tremendous amount of opportunity that is ours to give back to

our company and employees. We seem to be continually challenged with doing things better and differently. When I started with ORA in 1986, we had a great program run by NESRA Past President Don Strosnider, CESRA, but there is little we do today in the same way. We have many new activities, more of an emphasis on employee wellness and much more interest in family activities. Our association, like NESRA, must be able to change with the times and become proactive to the changes we expect to take place in the future.

ESM: Explain how your work environment has changed over the past three years and how this created an opportunity for your employee services department.

Felak: In February of 1992 I became the first non-company employee to serve as executive director and the position was able to concentrate on ORA 100 percent of the time. I have been able to contribute significantly to our Board and play a lead, rather than a supporting role in our development. I have hired each of my staff positions at least once. Our membership grew from 4,000 in 1986 to over 16,000 in 1993 with a reduction of funds by 25 percent. We had to become more cost conscious and efficient with our funds.

ESM: What challenges did you face and how did you overcome them?

Felak: I felt I always had the respect of our Board and knew they had confidence in me to do the job. We had to change the way we shared responsibility, how we related to management, our budget limitations became greater and our requirements became harder as the Site population increased dramatically. Serving a 300square mile facility is also very different from a single location. In 1994, we started a Mobile Store to service many new customers with our programs. Our Recreation Site was also programmed to generate revenue to supplement our funding.

ESM: As the cliché states "Hindsight is 20/20," what are some important things you have learned?

Felak: My most important lesson has been to keep in mind our mission and to give our workplace a better and more productive atmosphere to conduct business. I would have moved faster on several items such as store expansion, recreation facility water service and expanded employee involvement in our work. We must do a better job of keeping the employee interests out front.

ESM: What other roles have you served to prepare yourself to be NESRA President?

Felak: I began by being the Southeast Regional Director, National Director and Certification Chair for NESRA. I am currently the Chapter President for CSRA-ESRA in Augusta, GA. I also have served as a Board Member for the South Carolina Recreation and Park Association and District Chair, Awards Chair, Editorial Committee for Recreation and Parks in South Carolina and served as the Aiken County (SC) Recreation Commission Chairman. Personally I have served as the Parish Council President and School Board President for our church and church school.

ESM: As a Chapter President, what challenges lie ahead for NESRA Chapters?

Felak: As Chapter Presidents, our number one goal must be to develop leadership and better communicate the advantages of NESRA membership. Chapter presidents should not feel they have to shoulder the whole load, but to supply locally what members are not getting nationally. The efforts of chapters and NESRA Headquarters should complement each other, not duplicate one another.

Chapter Presidents should realize they are not there to create an entity unto itself but to strengthen the relationship between all NESRA companies. Chapters are our best resource for expanding membership. As chapters grow, NESRA grows, employee services gets more attention and more respect and NESRA attracts strong leaders.

ESM: You have served as Certification Chair, why did you become certified?

Felak: I became certified to advance in the NESRA leadership and to serve as Southeast Region Director. I also did it to prove to myself that I belonged in the field. Being judged by my peers has never frightened me, rather it challenged me to convey my knowledge to others. Those who are certified have helped to advance the respectability of ES&R by placing importance on the title. I tell people it is a commitment to ES&R to become certified through NESRA.

ESM: What effect does the popularity of worklife programs have on ES&R?

Felak: Do you take your work home or your home to work? Most of us do a combination of the two. Work/life issues such as elder care, child care and family programming have been given to many ES&R groups to administer. Our mission of improving

employees' quality of life includes time at work and home.

ESM: What has contributed to your personal happiness?

Felak: I have a wonderful wife and four healthy children, supportive parents, a love of my work and success in my profession. I have much to be thankful for.

ESM: How do you relieve stress?

Felak: Believe it or not, I am rarely under stress. I feel I respond well to challenges and always take on my share of duties. I do like to exercise by playing racquetball, basketball or golf.

ESM: What goals do you have for yourself?

Felak: As NESRA President, it is my goal to serve the Association well and leave it a better place. I will always strive to be a better person, husband and father. I want to continue to challenge myself and accomplish as much as I can.

ESM: Who has made the biggest impression on you in your career?

Felak: I can only narrow it down to three people. First my uncle taught me early to do what you want in life and if you are good enough, you will do well. I have always taken and given that advice when I can. Second has been **NESRA** Past President Don Strosnider, CESRA, who greatly contributed to my being hired at ORA in 1986. He has been a constant mentor and friend. Most importantly has been my father, a recreation professional himself who went to college as a 43 year-old to better his career and taught me it is never too late to learn and the time is always right to enjoy life. 🖄



John Felak enjoys a piece of Easter candy with family and friends at ORA's annual Easter Egg Hunt.

It is never too late
to learn and the
time is always right to

enjoy life.

Official Call for Entries and tips for creating a winning entry

by Ken Cammarata, director of NESRA member services

hat's the most important thing to remember when you enter NESRA's 1995
Awards of Excellence competition? It sounds elementary, but it's worth stating—Make a good impression.

If you're looking for recognition at your workplace and respect within your field, enter NESRA's 1995 Awards of Excellence Program. The 1995 Awards of Excellence brochure was mailed with the September issue of *Keynotes*. The brochure includes an entry form and questions you need to answer. Send the entry form, your entry, which includes answers to the questions and samples of publications, announcements and other materials you think are appropriate.

There are three award categories in which members may enter. The first is the Eastwood Award, which is awarded to the most outstanding overall employee services and recreation programs of 1994. The Program of Excellence Award is presented to the most outstanding individual program activities within an overall employee services and recreation program. Lastly, is the Communication Award, which honors those organizations that have the most outstanding overall communications program dedicated to employee services and recreation in 1994. Each category is divided into the following employee size categories:

Companies with less than 1,000 employees Companies with 1,001 - 2,500 employees Companies with 2,501 - 5,000 employees Companies with over 5,000 employees

Each award category includes its own set of seven questions that participants answer and send along with any supporting documentation. Questions pertain to such issues as long-range goal setting, program development, financial resources, unusual challenges and program evaluations. You are



Strive to be a winner. Entering NESRA's Awards of Excellence Competition can enhance your image among your peers and your management. Call NESRA Headquarters, (708) 368-1280, today to get your entry form.

encouraged to answer all questions as completely as possible and to supply supporting documentation. This documentation can take many forms including black and white or color photos of program activities, program announcements, budget information and program handouts.

You are asked to send six copies of your entry and to attach a completed entry form to each copy. Also include payment for the entry fee with your award submission. The entry fees are as follows:

\$50 - Eastwood Award

\$25 - Program of Excellence Award

\$25 - Communication Award

When evaluating each entry, the awards judges take into consideration how thorough each question was answered, the quality and relevance of the supporting documentation and overall entry appearance. You are encouraged to submit entries in a three-ring binder with tabs. Whenever possible,

your supporting documentation should be original pieces and not photocopies.

Award judges look at how each participant best utilizes available resources—whether or not you have multi-million dollar facilities or large staffs.

Each award winner will be asked to attend the NESRA Annual Conference & Exhibit, April 19-23, 1995 where s/he will be honored during the Management Luncheon in front of his/her peers. Pictures are taken with the NESRA President and are sent to winners after the conference, along with press releases announcing the award. This goes a long way towards solidifying your programs with management.

Plan to enter the NESRA 1995 Awards of Excellence Program. We want to recognize you for your success. If you have any questions about the awards program or need an awards brochure, contact NESRA Headquarters at (708) 368-1280.

You're Part of the \$160 Million Employee Services Market

NESRA members have an

average of 2,200

employees at their location.

There is an average of

nearly 3,700 people,

including company

employees, retirees, and

their families who are eligible to use the employee services and recreation programs at respondents' companies. Collectively NESRA represents a \$160 million employee services and recreation market. Read on to find out how much you spend on products/services to implement these programs. First, here's some background information.

Background

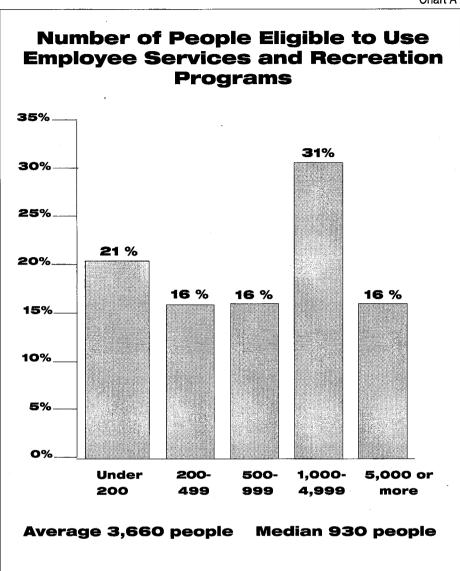
The National Employee Services and Recreation Association (NESRA) commissioned Research USA, Inc. to conduct a survey of their members to find out more about them, their program responsibilities and their readership of *Employee Services*

Management and other publications serving the profession. Some specific areas studied included:

- Number of individuals eligible to use employee services and recreation programs
- Types of programs managed
- Purchasing involvement
- Amount spent in various areas in 1993
- Employee stores
- Discount programs
- Travel programs
- Evaluation and readership of *Employee* Services Management
- Demographic characteristics

The names used for this survey were selected on an nth name basis from NESRA's membership list for a total of 584 names. On June 10, 1994, NESRA mailed every name a four-page questionnaire, a cover letter signed by NESRA Executive Director Patrick B. Stinson, which asked for their cooperation, a one-dollar bill incentive and a stamped return envelope addressed to Research USA, Inc. All questionnaires were received and tabulated by Research USA, Inc. By July 25, 1994 there were 353 completed questionnaires returned.

The survey results revealed you hold a variety of different job titles. The largest percentage (7 percent) holds titles of personnel



or human resources manager/director/ supervisor or manager/administrator (16 percent). Fifteen percent of you are known as employee services/activities manager. Twelve percent call yourselves benefits coordinator, 11 percent are administrative support. It's interesting to notice that 7 percent of you are vice presidents.

Twenty-one percent of you

have direct communication

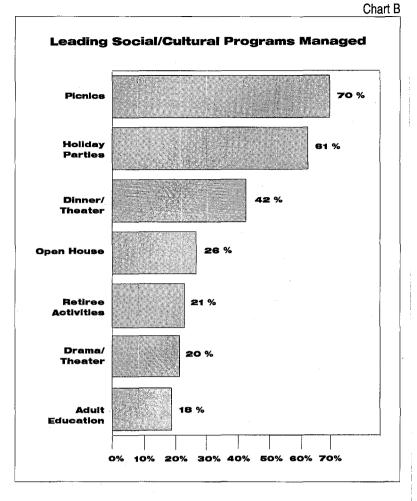
with top management.

Nine percent report directly to your company's president/CEO/chairman, 7 percent report

directly to the vice president and 5 percent to treasurers/CFOs. The majority (37 percent) report to a personnel or human resources manager/director/supervisor and 26 percent account to managers/administrators.

About Your ES&R Programs

Among social/cultural programs, picnics (70 percent) are the most common to all of you, followed by holiday parties (61 percent) and dinner theater events (42 percent). These are the same programs that were most popular in 1991, although holiday parties have gone down 4 percent but dinner/theater increased 5 percent in 1994. Other interesting changes: open houses increased 6 percent and retiree activities increased 2 percent.



Employee
stores are
popping up.
Eight percent
of you plan to
open an
employee
store.

When it comes to service programs, your attention turns to blood drives, United Way drives and EAPs respectively. Comparing 1991 survey results with 1994 results, blood drives have become more popular than United Way drives, although in both cases, participation has lessened. In 1991, 76 percent ran United Way drives and in 1994, 52 percent did so and blood drives dropped from 70 percent to 54 percent in 1994. Due in part to increased "no smoking policies," smoking cessation programs have fallen from 44 to 31 percent.

Buying Habits and Needs

Members have purchasing involvement in a variety of areas, with the largest number being involved with discount buying programs, company service award programs, employee travel and recreation leagues.

In 1993, the average amounts spent by members and those they supervise were as shown on Chart C.

Your economic predictions are that most of you will spend the same in 1994 as you did in

1993 (67 percent) while 21 percent say they'll spend more. Only 13 percent plan to spend less.

Employee stores are popping up. Eight percent of you plan to open an employee store. Of the 23 percent with a store, the average inventory is \$37,000 and a median inventory of \$8,600. In 1993, gross sales for the stores averaged nearly \$600,000 and the median was \$100,000.

Since 1991, 16 percent more of you have put discount programs into place separate from your employee stores. In 1991, 64 percent offered discount programs.

In 1993, 80 percent of you offered discount programs and saved employees an average of \$15,000 that year.

What's the most popular products offered at discounts? Jewelry, sportswear, giftware and household items. You also offer discounts on fitness equipment/supplies, business clothing, fragrances, automotive products and even cars.

Ticket sales are, by far, the leading service offered through a discount program with 84 percent of companies offering them. Other service areas offered by many companies are photofinishing, auto maintenance, florist service and dry cleaning. Most often, discounts are secured through a NESRA National Associate or from a local merchant.

Travel

Many of you are offering travel information and planning trips for employees.

Travel programs have increased from 33 percent to 40 percent.

Of 1994's 40 percent, more than one-half of these programs (54 percent) are for both group

and individual travel, while 21 percent are for group travel only and 25 percent are for individual travel only. The leading destinations of these travel plans are Florida, Las Vegas, the Caribbean and California. A majority of travel programs offer bus tours, ski trips and cruises.

Readership of NESRA Publications

Employee Services Management (ESM) is the only industry publication that is personally received by most of you (92 percent) with over two-thirds (67 percent) selecting it as the one publication they rely on most for authoritative coverage of the employee services and recreation profession. Nearly all members (98 percent) feel that Employee Services Management meets its objective of providing readers with practical information that will help them function more effectively in their jobs "very" or "fairly well." Most members are

thorough readers of ESM with 87 percent reading half or more of each issue. The average reading time for each issue is 23 minutes. After NESRA members have finished reading their copies of ESM, most file or save them for future reference (59 percent) or pass them along to friends or colleagues to read (41 percent). Most who save their copies (63 percent) keep them for one year or longer. The magazine has an average of three readers per copy. Most readers (81 percent) find ESM to be "very" or "somewhat useful" in their work.

Within the past 12 months,
more than two-thirds of all
respondents (70 percent)
have taken one or more
actions as a result of seeing

an advertisement in ESM. 🖄

Chart C

1993 Average Amounts Spent By NESRA Members on Various Employee Programs

In 1993, the amounts spent by members and those they supervised were as follows:

Company service awards	\$ 35 million
Recreation leagues/Fitness equipment	30 million
Social programs	25 million
Employee store merchandise	18 million
Service programs	15 million
Employee travel	11 million
Discount buying programs	9 million
Cultural programs	7 million
Child-care services	6 million

Important Insurance Announcement



RISK MANAGEMENT GROUP, LTD.

INSURANCE SERVICES

NESRA members with employee recreation associations now have access to an insurance program designed specifically for them.

Dear NESRA Members:

Until now you were forced to piecemeal a policy which may not protect the wide range of social and athletic activities and operations of your employee recreation association. Often coverage was difficult to find or simply not available. And how many employee recreation associations have had to curtail activities or cease operations because of the employer's liability concerns or cost of insurance?

Together with NESRA, we have developed the first insurance program designed exclusively for employee recreation associations. Now, as a member of NESRA, you have one single source for a full range of liability and property coverage that can be tailored to your specific needs. In addition, you have, in Risk Management Group, a knowledgeable resource to help you control costs and manage your risks.

As a member of NESRA you are eligible to participate in this program. Contact us today for more information and an application to see how you may benefit.

We can not change today's litigious environment and the risks of operating an employee recreation association, but we can offer guidance and coverage at a reasonable cost with one convenient phone call to (404) 395-1711 or (800) 535-4693.

We look forward to the opportunity of working with you soon.

Best regards,

Robert E. Kurdziel President/CEO

1-404-395-1711 or 1-800-535-4693

PS: Even if your current insurance does not expire for several months, when it does, wouldn't you like to have a tailored program at a reasonable cost?

Re-engineering Your Career

To Fit the New Corporate America

The rules are changing fast. The advice your parents gave you when you were growing up . . . "Go to college and get in with a good company and you'll have a stable job," is no longer true. You cannot depend on any organization to take care of you. You need to take responsibility for your career and set your own direction.

emember when the term "jobhopper" was considered to be a derogatory term? Do you recall when being unemployed was the exception to the rule? The last 10 years have certainly brought about career changes in corporate America. Today, the nonconformist is more likely to be the worker with a 20 or 30-year tenure at the same company.

The stable, secure work environment of the '50s, '60s and '70s has been replaced by a '90s workplace plagued by massive layoffs, downsizing and restructuring. Few corporate employees are immune to the fundamental changes American companies are making as a result of an increasingly competitive world marketplace.

Independent sources estimate that today's younger worker will retire with a resume tally of 10-16 jobs spanning 4-6 different career

fields. It is becoming evident that for any individual to enjoy a productive and rewarding career, s/he must be much more attentive to the responsibility of career management.

How does one go about planning and managing a career in a turbulent workplace? As companies abandon old management trends for more contemporary ideas of work process and design, individuals should strive to adapt some of the same processes to their own careers.

To remain competitive in the global marketplace, America has seen a significant increase in new management trends. The Industrial Revolution-aged Frederick Taylor model of business organization and work definition, which stresses hierarchical control of processes, has been replaced by a more contemporary mode of thought, where selfmanaged teams are in control.

by Stan Goss and Tim Marvin Workers must give up the notion that they can find a single organization or profession that will support all of their economic social and professional needs for life.

Perhaps the most rapidly emerging management theory to ever hit corporate America is re-engineering. Popularized by the book, *Re-engineering the Corporation*, by James Champy and Michael Hammer, the theory is defined as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures, such as cost, quality, service and speed." Simply stated, re-

engineering is looking at how work is performed by starting over with a clean sheet of paper.

A company's re-engineering process usually leads to downsizing and reorganization, where many jobs may become obsolete. To be successful in their initiative, companies need to analyze how their infrastructure changes will affect career systems, training, compensation and redeployment. Ignoring these components will result in a self-interested workforce that struggles to survive by clinging to the old ways of work.

American workers today must align their thinking and career practices along the same lines and strategies as their employers. The post-war corporate model of "cradle to grave" employment is gone. Workers must give up the notion that they can find a single organization or profession that will support all of their economic, social and professional needs for life.

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As people leave their jobs and discover skills that formerly created their success are obsolete or nontransferable in today's job market, they realize that they too must "start with a clean sheet" to create new career alternatives. A change in personal infrastructure must occur to match the modifications in the workplace.

Examples of personal infrastructure concerns would be values, income, interests and skills. Many individuals discover that, though they are willing to make a career change, they end up retreating toward past occupations, because they feel that they can't afford a change, or they are too locked into a certain lifestyle. Many also lack the self confidence that they possess the skills or education necessary for a change.

Those who recognize that the modern workplace offers few opportunities for replication of previous circumstances will save themselves from wasting valuable time and resources on an unsuccessful search.

Change can only begin when people become aware of their resistance to letting go of these outdated assumptions. A fresh look at the traditional assumptions underlying careers that employees can no longer rely on, include:

- Careers are progressive—start low and continuously move upward;
- Basic formal education is acquired only at the start of the career;
- Tenure is based on prior good performance;
- Individuals work for one company for a lifetime:
- Retirement and benefits are guaranteed, and
- Spend and consume according to assured increasing future income.

In the re-engineered companies of today, many of these basic assumptions have dramatically changed. Some of the new required thinking includes:

- Corporate career ladders have been replaced by a series of crossroads;
- Lateral moves and even demotions will be more acceptable:
- Education is an ongoing and formal process;
- The work contract between the company and employee is short-term and project based;
- Multiple employers and careers will be the norm;
- Nothing beyond personal savings is guaranteed;
- Spend and consume based on an uncertain future income, and
- Market value is based on both technical and interpersonal skills.

V

You can no longer rely on traditional assumptions underlying careers. Develop a fresh perspective to these assumptions.

As radical as these new assumptions may seem, they come closer to representing the truth of the contemporary American workplace. Only by understanding these new realities can workers begin to take charge of their career paths. No less than a "clean sheet of paper" will do.

Stan Goss and Tim Marvin are principles of King Chapman Broussard & Gallagher, a national management consulting firm, aiding executives in career transitions and professional coaching in the Greater Houston area.

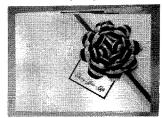
Service Awards



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Selective gift cards offering 40 or more items in each of 13 price levels. \$16 to \$1000. Give your employees Choose-Your-Gift®, with a choice of forty or more attractive gifts. Ideal for service awards and incentives.

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FAX (312 621-1669

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Employee Store

Make It Easy for Customers To Buy

▼
You can
increase
sales by
broadening
your payment
options.

oes your store accept a variety of payment methods to make it easy for customers to buy? Perhaps you already offer one option, but you'd like to offer your employees the convenience of other payment methods as well. There are a number of factors to consider before implementing any payment method. For example, what equipment is necessary to handle the payment method. How much more staff time will it take to complete a transaction using this method? What benefits will my customers enjoy? How much will it cost me to offer this service?

This article will answer these questions for credit and payroll deduction payment methods.

Charge

Employee stores are as varied as the retail industry itself. Depending on the amount of merchandise you offer and the average ticket price, you may benefit from allowing customers to pay with their credit cards.

To do this, you must establish a merchant account with either a full service bank, savings and loan or a retail association's credit union. Not all lending institutions offer this merchant service, so ask when shopping for the best deal.

Once you find an organization willing to work with you on this matter, you will need to fill out a merchant credit card application. The organization will examine your application and will inspect your financial standing and your store's operating system for compatibility with their standards. Once you've been accepted as a customer, you need to make an appointment to discuss the specifics of your arrangement.

You may choose to work with a retail association to take advantage of the group discounted interchange percentages. For example, the North American Retail Dealers Association (NARDA) offers a merchant

credit card program. To work with NARDA, you need to pay its \$195 membership fee and submit an application for approval. Once this is done, you need to open a savings account with the association's credit union (\$50 minimum balance.)

If you are just beginning to accept credit cards, you'll need supplies. You need one of these terminals: Either a Hypercom T7E terminal, a VeriFone Tranz 380 or a VeriFone Tranz 330. These range from \$365-395. This unit allows the cashier to swipe the magnetic end of the credit card through the machine, the machine will automatically check the status of the card and issue an authorization number while directly registering this on your account. You can also purchase a printer for about \$270 or a Pin Pad for \$175-205.

If you choose to work with a bank or savings and loan, you may find the initial setup varies.

Both the association and the bank/savings and loan will deduct an interchange percent from your savings account. The monthly payment for the service will depend on the amount of the average credit card sales ticket and your volume. This average will fluctuate monthly, as will the cost of the service.

A scale of percents is established at the agreement time. As the average sales ticket amount increases, the interchange percent decreases. For example, if your average monthly sales ticket is from 0-\$99.99, 2.4 percent of your total monthly sales will be deducted from your account. So, if your store made \$2,000 in sales in one month and the average sales ticket charge was \$50, the payment deducted from your savings account will be \$48.

The scale of interchange percents can vary from one organization to the next. Consider these monthly charges and initiation fees when choosing which organization to work with.

Besides these direct financial costs, also consider the amount of staff time required to offer your customers this service. At the time of a sale, the cashier will need to swipe the card. The authorization code will need to be obtained. After having the customer sign the form, the cashier needs to give one copy to the customer, include one with the deposit and give one to the bookkeeper. At the end of the month, the bookkeeper should reconcile the savings account by matching copies of the tickets to the statement.

Refunds are relatively uncomplicated with credit cards. Cashiers can credit employees' charge accounts for the amount refunded.

Although this requires more financial and staff resources, your store can reap the benefits of selling more items to impulse buyers. More customers are also likely to put big ticket items on their charge cards knowing they have the choice of paying for it in installments.

Payroll Deduction

You may also consider offering your employees a payroll deduction system. During a payroll deduction transaction, the cashier has the customer sign the receipt and a disclaimer that gives the payroll department permission to deduct the amount of the sale from his/her paycheck, interest free.

When setting up this payment program, consider how many installments employees will be allowed. At one's employee store, employees may choose how many payment installments they would like to make over a six to eightweek period. At another, however, the entire sum is deducted from the paycheck.

In most cases, offering payroll deduction requires an automated system that links the employee store to the payroll department. Therefore, you need to link your point-of-sale system to your payroll department's computer system.

There must be a clear check-and-balance system. Cashiers must be sure they are inputting the proper employee's name or account number at the point of sale. Someone must then check to see the store's and payroll's records match. At all costs, be as accurate as possible to ensure the proper amount is deducted from the correct person's paycheck.

Although it is easy for employees to purchase merchandise with payroll deduction it is more complex for them to return items. If an employee returns an item s/he is still paying for, the cashier must notify payroll to stop the deduction process, complete the proper forms and route them through payroll so the employee will be issued a check for the amount already paid.

With payroll deduction as a payment option, your store will experience increased traffic and ultimately increased sales. Employees will be more likely to purchase expendable items more often. You can also use payroll deduction to promote difficult-to-sell items. For example, you may limit payroll deduction sales to logo items or work-related items. Employees are also more likely to purchase large-ticket items on payroll deduction because it is interest-free and because they may have the option to spread payments over a six to eight-week period. Some stores also allow employees to purchase items over the phone with this method and to authorize dependents to purchase merchandise.

Although the benefits of increased customer service and the lack of outside costs may make this payment look appealing, there are drawbacks as well. Dealing with employees' paychecks is a very delicate process. A slight error may damage goodwill. Be sure to print disclaimers on register receipts, be extremely accurate and monitor the process constantly. Weigh the sensitivity of this process and the added staff time required for monitoring it with the value of customer service and increased sales before choosing to implement a payroll deduction program.

Conclusion

Allowing employees to shop with credit cards can be costly to the store, but it can increase impulse buying and big-ticket sales. Payroll deduction allows employees to buy now and pay later, interest free. This payment method can increase sales on luxury items and big-ticket items. If you implement this program however, be prepared to work closely with the payroll department and anticipate collection problems.

Deciding which payment methods to offer your employee customers depends on the operation of your store (whether it's a breakeven or profit operation), the store's variety of merchandise and the merchandise's ticket price. Other factors to consider include staff time, equipment needs, and the overall costs to implement the process.

Some stores
also allow
employees to
purchase
items over
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with this
method and
to authorize
dependents
to purchase
merchandise.

Mood Disorders: Warning Signs and Action Steps

by David Chaudron, Ph.D.

Have you
ever
encountered
an employee
with a mood
disorder?
Here's some
tips on how
to handle the
situation.

remendous changes in the
American workplace have taken
their toll on employees, most
notably through increased stress.
Some people experience more
changes than others; some feel stress more. In a
highly charged and tense atmosphere,
irritability and depression may result.

For some, the situation becomes very serious. Stress and tension may cause or intensify an existing mood disorder—like depression, manic (bipolar) depression or dysthymia. It is important to identify the warning signs and symptoms of mood disorders, and to help employees deal with their conditions. Keep in mind that the warning signs of mood disorders probably are not what you think.

What To Look For

Mood disorders fall into broad types: moods that are usually flat to down (depression), extremely high (manic), or the moods are a mixture of very high and low episodes (manic depressive). Subtypes also exist.

The most important thing to realize is that feeling depressed does not indicate a mood disorder, nor does feeling okay mean you don't have one. Many signs of depression are based not on feelings but on cognitive or "vegetative" symptoms. Following is a partial list of symptoms:

- A depressed mood.
- Significantly diminished interest in usually enjoyable activities.
- An excessive or diminished need for sleep every day.
- Continual fatigue.
- Slowed or reduced ability to think or concentrate.
- Suicidal thoughts.

Don't be alarmed by this list. Everyone has experienced one or two of these symptoms at least once in their lives. But if you see many of these signs (especially suicidal thoughts) occurring within a two-week period in yourself or in others, or if you see someone dealing with only a few of these signs but frequently over the course of a couple of years, a trip to a counselor might be useful. Some people also exhibit these signs only during times of reduced sunlight—late fall, winter and early spring.

Other types of mood disorders have different symptoms, including the following:

- Pressured or very rapid speech.
- A decreased need for sleep.
- Racing thoughts or rapid jumping from one idea to another idea.
- Easily distracted.
- Engaging in excessively risky or unrestrained activities.
- Feelings of inflated ego or self-esteem. If an employee demonstrates these signs, especially after a stressful event, s/he may have this type of mood disorder.

Causes of Disorders

There are probably as many theories about mood disorders as there are about leadership. The following is a laundry list of possible causes. Any one of these factors can be sufficient to cause a mood disorder, but they probably interact with and impact upon one another. How powerful any factor is depends on the person, his/her environment, and whose opinion you get.

Genetic predisposition: Inheritance can play a significant role in determining temperament (how active/passive people are, introversion/extroversion, etc.), especially for 15 to 25 percent of Americans. Some of these genetic

factors may make people especially vulnerable to depression during or after a stressful event. In addition, some types of depression tend to run in families. If one or more parents suffer(ed) from a mood disorder, they may create a family environment and/or pass along genes that increase susceptibility.

Personality-environment mis-match:
Different societies at different times reward different behaviors and personalities. Although our Western society now encourages quickness in decision-making, handling of multiple priorities and the like, other societies (including older Western societies) encouraged different attributes, including slowness and depth of judgment, and the ability to focus on one event at a time, for example.

These personality characteristics by themselves may not cause a mood disorder. Acting differently than what society rewards, however, can cause severe stress and social isolation, which can make people more vulnerable to mood disorders.

Recent trauma or stressful event: Even topfunctioning people can develop a disorder if they come under enough stress. Loss of a job or spouse, or a divorce can take a terrible toll on people and those around them.

Unfortunately, even though the cause of a disorder may disappear (finding a new job or gaining a new assignment, for example), a mood disorder can take on a life of its own. It would be easy for us to forget looking for symptoms in friends and coworkers once the job situation eases, sales increase or the economy picks up. But for those with a mood disorder, the problems continue.

Cognitive distortions: As both an effect of the causes mentioned above and also a possible cause, many people with mood disorders have different ways of looking at the world. They often blame themselves for bad events over which they have no control and believe that the world picked them out for a greater share of problems. Curiously, people with depressed moods tend to describe themselves more accurately than the people who know and/or work with them.

What You Can Do

Be concerned. The most important thing to do is pay attention. That funny feeling you have that Tina isn't acting quite herself these days can be a signal that something is going wrong. Be alert for other symptoms the person may have.

Be an active listener. Paying close attention and listening empathetically can often draw out underlying concerns, symptoms and problems. The person may have a mood disorder, or s/he may just need a supportive shoulder to lean on.

Suggest professional help. After following the above steps to determine if the employee's problem seems more than superficial, suggest professional counseling. This is especially important when employees mention suicide, and extremely critical when they describe how or when they might kill themselves. Professional referrals can be directed to psychiatrists, psychologists and MFCCs (those who hold a masters degree in family and clinical counseling.)

What Not To Do

Don't play amateur psychologist. Mood disorders are complex in nature and don't lend themselves to quick and easy diagnoses. Playing guessing games often does more harm than good.

Don't throw around labels. It's too easy to say "You know, you sound like you have clinical depression (or dysthymia, or bipolar disorder)." Although you may have the best of intentions, you could be adding more stress to an already stressed-out person.

David Chaudron, Ph.D., is managing partner of Chaudron Associates, a San Diego-based consulting firm that assists manufacturing and service organizations in teambuilding and teamwork, employee empowerment and total quality.

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Mood disorders are complex in nature and don't lend themselves to quick and easy diagnoses. Playing guessing games often does more harm than good.

Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

▼ Great American Products

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Update your '95 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:

- Walt Disney Magic Kingdom Club (Family) **correct phone**: (714)520-2500 (anyone at this number can handle your requests.)
- Holiday Inn Buena Park (CA) new contact: Eric Larson
- Holiday Inn Melbourne Oceanfront (FL)new contact: Kerry Bennett
- Loews Theatres (Family) change name to Sony Theatres/Loews, change contact name to: Kara Pope, include new number—(800) 576-7849

▼

Lady Luck Casinos & Hotels

206 N. Third St. Las Vegas, NV 89101 (702) 477-3000 (702) 384-2832 FAX Contact: Christine Scribner

Lady Luck Casinos & Hotels is a multi-casino hotel company with three casinos and two hotels in Mississippi, one casino hotel in Las Vegas and one casino in Central City Colorado. Another casino will soon open in Bettendorf, IA. NESRA members receive 10 percent off rack rates at their hotels.

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6529 Council St., N.E. Cedar Rapids, IA 52402 (319) 378-9532 Contact: Mark Blomberg

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(Continued from page 36)

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such as

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that are

incomplete.

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7. You'll discover that E-mail usage fosters a different communication style. For example, brevity is a virtue since shorter sentences and messages are more easily read on a computer monitor. Bullet points are especially effective. Sarcasm and double meanings don't work as well on E-mail as they might in person. There's no facial expression or hand gesture to amplify a point. But because E-mail messages are frequently prepared on the run, it's easy to revert to a kind of shotgun writing style. Verbs are forgotten. Sentences are incomplete. Such informality can make your messages appear brusque and critical when that wasn't the intention. Develop a style with which you're comfortable that communicates your meaning clearly.

Ron Solberg, a former communications executive with Amoco and Continental Illinois Bank, created EasyCom, Inc. in 1987 to help organizations streamline their communications using the advanced technologies. The Chicago-based consultancy works with associations, companies and agencies on such applications as electronic mail, computerized bulletin boards, faxnets, on-line research, electronic clipping, electronic publishing and video including satellite conferences. For more information call (708) 969-1441.

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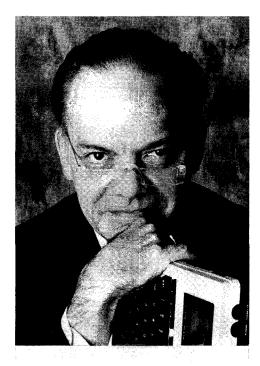
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Communicating Effectively Through E-Mail

by Ron Solberg



ore and more offices available computerized electronic mail (E-mail) to employees. While technical training is frequently provided, organizations don't regularly provide employees with direction on how to get the most from that E-mail system. Here's our tips for making this technology a real "power" tool for effective communications.

1. Understand your employer's position on privacy and the E-mail system. Frequently

employers don't make their positions public-because they don't have a position. For your protection and that of your colleagues, you should know if your employer considers E-mail private and confidential, or, on the other hand, sees any and all correspondence on the system as the property of the company or organization. It is best that employees know the "policy" before they begin using the system. In any case, do be careful about putting anything on the system that could embarrass or harm you or others. Material can be easily missent or circulated without your consent or knowledge.

personally and regularly. Some executives ask their secretaries or assistants to access E-mail on their behalf. One will never become comfortable with this medium if access is delegated to others. To be effective, users should access E-mail regularly—2-3 times a day. Occasional users are a drag on the entire system. Better than "forcing" employees on to

the system, managers should set a good example for others by using it effectively themselves.

- Managers should establish some early policies among their staffs about how they expect E-mail to be used. Some managers I know say that all meeting notices and agendas will be communicated only by E-mail.
- 4. Speaking of policies, a company would do well to encourage outside vendors and suppliers to use the organization's E-mail program. It can save everyone time and money over messenger and express services. It can take some of the burden off over-used facsimile machines as well. Because of confidentiality concerns, organizations sometimes make premature decisions excluding outsiders from using the company E-mail. We say "premature" because good E-mail programs allow an organization to limit outside user access to certain portions of the system.
- **5.** Some companies encourage employees to access the E-mail system from homes, hotel rooms, airports and other offices. A user gets the most from E-mail if s/he can link up to it from anywhere there is a computer and modem. Organizations may even wish to encourage remote use of the systems by giving away "discarded" office computers and modems to their employees for home use.
- other systems and you don't even know it. This means that you can dial out from your computer and network into other outside online services such as CompuServe, Nexis, MCI Mail and Dialog. Some of these services may not be of value to you. Nexis and Dialog do require some skill to use effectively and economically. An E-mail service like MCI, however, will give you access to a facsimile net that quickly converts computer-prepared text into fax messages you can send anywhere in the world quickly and inexpensively. CompuServe offers an electronic clipping program called the

to other

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E-mail and

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(Continued on page 34)

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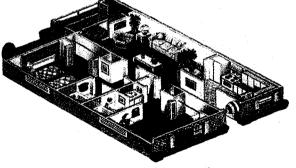
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for

NESRA's 54th Annual Conference & Exhibit

April 19-23, 1995

Philadelphia Marriott Philadelphia, Pennsylvania



Registration Fees

NESRA Member Delegate: \$415 Non-member Delegate \$800

> Spouse: \$200 Student: \$200 Retiree: \$75

Hotel Rates

\$125 per night Guest Room (Single or Double)

Contents

Volume 38, Number 2 February 1995



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Departments

4 News in Brief

Employee Turnover Down
... Average Pay Rates ...
Who Makes What ... Size
Linked to Earning
Potential ... Passengers
Carry On Food ...
Cutting Health Care Costs
... Discount Brokers ...
Workers Want to Be
Involved ... Litigation in
Sports

26 Health Promotion Communication Drives Rollerblade's Wellness Program

By Jeffrey Westbrook

30 Employee Store

Next Time, I'll . . . By Cynthia Helson

- **32** New Products
- **34** NESRA Chapters
- 35 Buyer's Guide Update

Features

2 New Creativity Center to Open at NESRA's 54th Annual Conference & Exhibit

Come to the Creativity Center to gather ideas for all your communication pieces—newsletters, flyers, posters, banners, catalogues and other promotional pieces.

6 Make the Choice Easy

Use employee services and recreation programs to add color, texture and style to your organization and you'll make your company more attractive to potential new hires. By Brenda Geoghagan

13 Are You Ready to Survive?

Here's a success story from a survivor—Lockheed Employee Recreation Association.

By Jim Battersby

16 Take the Bumps Out of Your Next Bus Trip

Avoid making costly and embarrassing mistakes when planning your next bus trip. These tips will promote a smooth trip.

19 NESRA's 54th Annual Conference & Exhibit: General Session Preview

Plan now to attend NESRA's Conference in Philadelphia. Here's a preview of our energizing general sessions.

23 Proven Link Between Recreation & Happiness

The Recreation Roundtable's recently released study shows a link between people who recreate and those who are happy with their lives. Find out how growing up around those who place emphasis on recreation affects happiness and discover where you learned your favorite recreation activities.

36 NESRA and Amateur Athletic Union Join Forces Creating More Opportunities in Corporate Athletics

nnouncement

New Creativity Center to Open at NESRA's 54th **Annual Conference**

ESRA's Creativity Center will surround you with great ideas for newsletters, posters, flyers, brochures, banners, employee store promotions, catalogues, and other promotional pieces.

You'll get to look at what everybody else is doing and you'll be able to take home loads of samples to develop new looks for your materials.

This Creativity Center will be an expanded version of NESRA's past Swap Shops. More space will be dedicated to giving you great ideas and you'll be able to get advice on how to improve your marketing skills. The next time you print a promotional piece, order 150 extra and plan to share them with your peers. Your pieces can give someone else a great idea.

To become a part of NESRA's Creativity Center, just send 150 samples of each item you'd like to share to

Connie Dougherty, CESRA M/S FP 1335 SmithKline Beecham 200 North 16th Street One Franklin Plaza Philadelphia, PA 19101

Mark your package "NESRA Creativity Center Materials."

Then, plan to attend NESRA's 54th Annual Conference and Exhibit and to capture the spirit of creativity.

Turn to page 18 for more information about NESRA's 54th Annual Conference and Exhibit. You can use the registration form on page 22 to sign up and to take advantage of the early bird discount.

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promotions

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NEWS

IN BRIEF

▼ Employee Turnover Down

mployee turnover has climbed back near levels during the 1990-91 recession, shows Bulletin to Management, BNA Policy and Practice Series. Median rates of permanent separation, excluding departures of temporary staff and layoffs, averaged 1 percent of employers' workforces per month in the second quarter of 1994, up two-tenths of a percentage point from the previous quarter and one year ago, and the highest quarterly average since the third quarter of 1990.

The smallest and largest employers experienced the lowest turnover through June (averaging 0.8 percent per month each), while firms with 250-499 workers reported the highest rates of permanent separation (1.1 percent). Companies with 500-2,499 employees lost an average of 0.9 percent of their staffs per month through the first half of 1994. While worker separations are up slightly from 1993 in most size groups, the six-month average of median turnover rates rose sharply among employers with 500-999 workers (from 0.6 percent). In all size companies,

separation rates are at or near levels last reached in 1990.

Average Pay Rates

The average annual pay of all workers covered by State and Federal Unemployment Insurance (UI) programs was \$26,362 in 1993, a 1.8 percent increase over the 1992 national average, according to data released by the Bureau of Labor Statistics of the U.S. Department of Labor.

Among the 50 states and the District of Columbia, the District of Columbia again led the nation with an average annual pay level of \$39,199 in 1993. The state has reported the highest average pay level since 1987. Connecticut had the second highest level in 1993 (\$33,169), followed by New York (\$32,919), New Jersey (\$32,716), and Alaska (\$32,336).

South Dakota's average annual pay was lowest during 1993, \$18,613, followed by North Dakota, (\$19,382), Mississippi (\$19,694) Montana (\$19,932) and Arkansas (\$20,337).

▼ Who Makes What

manufacture a smaller proportion of what they sell under their brand names, reports Fortune magazine. Companies

whose names are instantly familiar increasingly concentrate on product design and marketing, leaving the manufacturing to specialists who work for many customers in the same industry.

Contract manufacturers help their customers research and design distinctive new products. Because these providers of components often have large experience with one part of a larger item, they can design better versions than their customers can.

Contract manufacturers are experts at rushing products to market with up-to-the-minute technology and automation, and they can perform these heroics while reducing their risk by

$\$_{\$}$

Size Linked to Earning Potential

A study by two researchers affiliated with Dartmouth College found a negative correlation between a person's appearance and earning potential, reports *Issues in HR* published by the Society for Human Resource Management.

The study found that female participants who had a body weight greater than 90 percent of girls their age later earned 7.4 percent less than their female counterparts. Those in the top 1 percent of the body mass index earned 11.4 percent less. The study did not find a similar correlation among males, but did find that shorter males earned on average slightly less than their taller counterparts.

Additional findings included that young women who are overweight are far less likely to marry or earn a comfortable income than those who are not overweight.

manufacturing for a wide variety of customers.

v Passengers Carry On Food

S ome airlines are getting rid of food service except in first class, states Frequent Flyer magazine. This has led to many passengers brown bagging it onto the plane.

Airports across the country are adding to this trend by replacing no-name food franchisers with mainstream fast food stores. Airports are also setting up pushcarts and food kiosks near gates and in other heavy traffic areas. Passengers can purchase food to carry on the airplane such as chips, yogurt, fresh fruit and sandwiches.

The social stigma of pulling out a smelly tuna sandwich to eat on board keeps many passengers from brown bagging.

▼ Cutting Health Care Costs

M any companies are looking to cut health care costs even more, reports *HRMagazine*. With the right type of health benefit plan, a company can save a lot of money. To cut costs, employers should:

- Increase deductibles. It will lower premiums and create an economic incentive for employees to be better health-care shoppers and to be informed about the best, most economical forms of health care.
- Provide information

lines. Employees can keep up on the latest medical procedures, treatments and where to find the best care for the lowest cost.

- Insist on surgical reviews. Surgery requests should be reviewed, and patients required to seek a second opinion.
- Increase employee contributions. While some companies do still pay 100 percent of their employees' health-care premiums, employers pay a national average of 65 percent of the health-care insurance premiums.
- Add wellness plans.
 Employees who agree to take part receive incentives such as reduced personal contributions to health-care premiums.

V Discount Brokers

D iscount brokers charge a fraction of the commission that full-service brokers do, says Nation's Business. Investors who are comfortable making investment decisions on their own could use a discount broker. If an investor needs a lot of advice and help planning a portfolio, a full-service brokerage firm would be a better help.

Discounters don't provide much investment advice for their customers, but some do offer printed investor-support services, such as background research on specific stocks and trading statistics.

To chose a broker:

▼ Litigation in Sports

A ccording to Fitness

Management, two cases
are challenging the law, "that
those participating in sporting
activities assume the risks
associated with normal participation."

The Wisconsin Supreme Court applied a standard by which to judge injuries occurring within sports participation from a negligence, rather than a recklessness/intentional standard. In another case, the trial court determined that a standard of reckless disregard for the plaintiff's safety should be used (instead of a negligence standard) to determine a defendant's liability in the case. An appeal followed that ruled that "ordinary negligence is the appropriate standard to be applied to this case." The courts reviewed a wide variety of cases and held that a participant's conduct should be judged by a reckless/intentional standard, rather than a negligence standard.

These two decisions will make it somewhat easier for participants in sports-related activities to institute claim and suit against other participants where the injury occurs as a result of the mere negligent conduct as opposed to the intentional/willful/reckless conduct of other participants.

outline one of your normal trades so you can shop around to see who offers the best price along with the services you need.

▼ Workers Want To Be Involved

ost U.S. workers want to be involved in decisions that affect their jobs and the company, reports *Incentive*. The results come from a survey by The Commission On the Future of Worker-Management Relations. Eighty-four percent of people working in companies without employee involvement

programs would like to have them.

Some companies believe employee involvement means increased productivity, higher levels of employee and customer satisfaction, improved quality, and a continuous improvement environment that leads to a more competitive position.

An ongoing problem with employee involvement is its conflict with labor law because laws prohibit union workers and management from discussing certain issues including productivity, incentives, job functions and safety matters unless they are in collective bargaining.

Make the

If Goldilocks were to see your company as a chair among others, would your company chair be cold and stiff, hard and plain or comfortable and supportive?

Promoting your employee services programs can do wonders for your company's image.

by Brenda S. Geoghagan

ith the number of qualified candidates shrinking, global competition heating up and an employee demand for more work/life programs, there's an added need for a strong employee services program.

ES&R programs can help balance work and personal life responsibilities, build loyalty among employees, provide an outlet for stress and offer so many other benefits. After all, attracting talented, motivated people to an organization is not as easy as it once was.

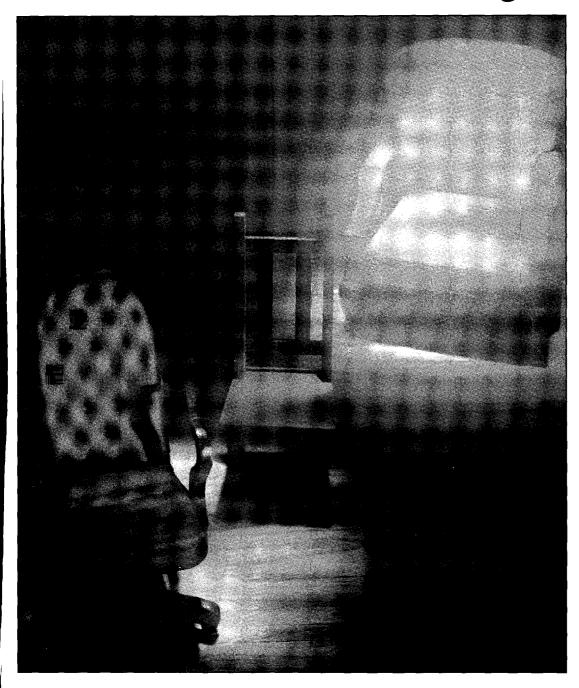
Employees back in the 1950s wanted job stability with a steady paycheck, any additional benefits were icing on the cake. Today stability is almost nonexistent and employees seek jobs that promote personal development as much as those that pay well.

Trends

Today, the demand for employees exceeds supply. Simply put, there are not enough bodies to go around. Jonathan Segal, in his article, "Baby Bust Blues" (*Personnel Administrator*, October 1989), estimates that by 1995, there will be 5 million jobs unfilled.

Because it's a seller's market for suppliers of services and labor, there has been a shift in marketplace power from employers to employees. Employees can afford to be selective as never before, choosing between one job and another, as opposed to unemployment and employment. With more power, employees are doing less selling of themselves and more selecting from among employers. Therefore, employers can no longer take full employment for granted; in other words, they must sell themselves and their employee services programs.

Choice Easy



Faced with an intensely challenging business environment, organizations have to make themselves appealing. They must promote a positive atmosphere. U.S. corporations are implementing widespread organizational

changes. The development of a loyal, productive and supportive workforce is key to the success of these efforts.

According to a recent University of Chicago Study of Fel-Pro Incorporated, *Added Benefits*,

Employee Programs in Demand

Award Programs

Work/life Programs

Childcare

Convenient On-Site Services

Discounts

Elder Care

Family Activities/Events

Fitness Centers

Hobby Clubs

Lunchtime Seminars

Rideshare Programs

Sports Leagues

Theme Park Outings

Travel Programs

Weliness Programs

The Link Between Family Responsive Policies and Job Performance, one way to support and motivate a workforce may be with family responsive policies—traditionally viewed as tools to recruit and retain female employees—that recognize a broad range of personal responsibilities; programs such as childcare, fitness and elder care are among the more common examples.

American lifestyles and work styles have changed. Companies are moving beyond the company picnic, providing a variety of recreational outlets and services for employees and their families.

Corporate-sponsored recreation and employee services programs are becoming a necessity. Despite high-tech, timesaving improvements in the workplace, Americans have never worked harder or longer hours. Employees are stretched to the max, doing more with less in today's downsized businesses, according to the March 21, 1994 special report, *Employee Services and Recreation:* Beyond the Company Picnic, published by the Bureau of Business Practice.

Employee loyalty is at an all-time low, but human resource executives are proving that career development, benefit plans and other strategies help keep employees on the job.

American workers have changed their attitudes toward the "contract." Employees are looking out more for their own well-being, and the reasons are numerous. Charlene Marmer Solomon, "The Loyalty Factor" (*Personnel Journal*, September 1992) suggests, perhaps their own jobs are in jeopardy and they've witnessed massive layoffs; or they do not feel adequately compensated. In addition, their priorities regarding their families are higher, and they have multiple and sometimes competing loyalties.

Promoting Loyalty With Benefits

There are a number of efforts in the benefits area, particularly financial and work/life related, designed to reinforce and earn employee loyalty. Incentive pay is a common example. Anytime an employee earns extra money—it's positive. It may be earned from an employee suggestion program, a longevity bonus or a holiday bonus.

Also, work/life benefits are related to the employee loyalty issue. These benefits are important because without them, employees may quit their jobs or become unable to handle the responsibilities of their jobs if they can't

arrange for day care or elder care providers. Marmer Solomon says, the lack of these programs may cause turnover problems. The presence of good employee programs helps companies with retention and recruitment.

How to Promote ES&R

The management of ES&R programs is dictated by the size of the company and the amount of dollars the organization is willing or able to contribute. Large corporations with extended programs might have an in-house recreational services manager; smaller companies or those with limited services delegate the task to Human Resources. Still other companies have employee associations that run as nonprofit enterprises. Regardless of how an ES&R program is run, the types of programs and services offered are often only limited by one's imagination.

The Beyond the Company Picnic special report says, "ES&R is characterized by its multidimensional focus—everything from holiday parties to theme park outings to rock climbing clubs is fair game these days."

When a candidate has a few employment options to choose from, given the salaries and benefits are similar, an employee services and recreation program could make your organization the most attractive lure to that candidate.



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Promote Your ES&R Programs

- Create a brochure including your program's mission statement and a list of services and activities you provide. In the brochure highlight that these services save the employee time and money.
- Produce a video showcasing a variety of employee events. Present the video during the interviewing phase or at orientation. This can build excitement and enthusiasm about your company and your programs.
- Include testimonials in your brochure and other publications to tell candidates why other employees like the company and its programs.
- Emphasize that your company wants to enhance employee quality of life.
- Show the value of saving time and money through your services.
- Show camaraderie. Include pictures of employees at a picnic or at the holiday party. Show them in the hobby clubs, etc.
- Take measures to have your brochure included in your organization's packet of information presented during recruiting.
- Encourage your recruiters to describe your programs when they make recruiting presentations. They can also distribute your brochure at this time, especially at job fairs.
- Include a tour of your facilities or your office as part of the overall tour to visitors and to job candidates.
- Promote your company's involvement in community service. A candidate will enjoy knowing you encourage employees to get involved in community service.

Presenting ES&R to Employees

The organization needs to convey its concern for employees' well-being from the start. It needs to promote employee services and recreation programs from the very first interview with a candidate. When a candidate has a few employment options to choose from, given the salaries and benefits are similar, an employee services and recreation program could make your organization the most attractive lure to that candidate. It could help you gain the most talented people. Remember the chairs, which would Goldilocks want to sit in for a while? Which is most appealing?

Some companies have developed more oneon-one communication between management and employees. In addition to publishing benefit and employee services articles in the company newsletter, they offer employee communication meetings once or twice a year to discuss new issues and needs between employees and management.

Conveying your organization's dedication to enhancing employee quality of life in orientation is good reinforcement. Having an extensive program is essential but it's how you promote and present your program offering to new employees that has the greatest impact on success.

Get the Word Out

If organizations wish to maintain a competitive edge by attracting quality employees—they have to advertise their employee services programs. The more a candidate knows about a company, the more s/he respects the company, the more likely it will be chosen.

Develop a printed brochure or flyer to hand out at orientation or during hiring. Consider whether or not your written material should stand by itself or be included in your organization's material. Some companies feel strongly that a brief overview or a list of ES&R programs and events should be incorporated in the organization's material because employee services and recreation programs are a part of the organization's complete offerings. This same brochure becomes a useful tool at Job Fairs.

Utilize a marketing approach to advertising your ES&R programs. Be aggressive and creative and highlight what makes the organization special. Advertisements and recruitment materials must tell employees what

the company offers. Don't be afraid to put your programs in the spotlight.

Also, advertise in newspaper sections read by your target audience, rather than the classified ads. Consider sports and food sections as well as newspapers in other locations.

Positive Effect on Production at Work

Employers know that happy, healthy employees are their most productive tools. Proud CEOs say that their most valuable asset is their people.

Along with traditional benefits packages and competitive salaries, job-hunters look closely at the quality of services and programs a company offers its employees. For a company looking for talent in an ever-shrinking pool of top candidates, those with solid ES&R programs could have the edge. These are the companies that will stand out among many.

Brenda S. Geoghagan is the employee/public relations representative at the Hillsborough County Aviation Authority, Tampa, Florida. Geoghagan is secretary of Tampa Bay/Suncoast Chapter of NESRA and a member of the Employee Services Management's Editorial Advisory Committee.



Discussing ES&R programs are Senior Personnel Analyst Sally Sun (left) and new employee Deneen Jones who is a Clerk II in Central Records at the Hillsborough County Aviation Authority. The Aviation Authority is the owner and operator of the Tampa International Airport, Tampa, FL. Sun explains the employee programs during orientation to all new employees and provides them with a handout.

Jones is particularly interested in the off-site day care for her sixyear-old daughter Brittney. The Aviation Authority participated with other companies in the building of the Westshore Alliance Partnership School in 1991. It's a 5-10 minute drive from the airport.

The School is designed to provide quality day care and education for employees' children at a location very convenient to the airport. The proximity enables parents to become more actively involved during these special years. Nearness to the parent means a more secure child. And a secure parent is a more productive worker. The same nearness translates into less absenteeism, less time away from the job—a benefit to the employer. Sharing an occasional lunch or a school play means so much to parents and to their children.

Important Insurance Announcement



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NESRA members with employee recreation associations now have access to an insurance program designed specifically for them.

Dear NESRA Members:

Until now you were forced to piecemeal a policy which may not protect the wide range of social and athletic activities and operations of your employee recreation association. Often coverage was difficult to find or simply not available. And how many employee recreation associations have had to curtail activities or cease operations because of the employer's liability concerns or cost of insurance?

Together with NESRA, we have developed the first insurance program designed exclusively for employee recreation associations. Now, as a member of NESRA, you have one single source for a full range of liability and property coverage that can be tailored to your specific needs. In addition, you have, in Risk Management Group, a knowledgeable resource to help you control costs and manage your risks.

As a member of NESRA you are eligible to participate in this program. Contact us today for more information and an application to see how you may benefit.

We can not change today's litigious environment and the risks of operating an employee recreation association, but we can offer guidance and coverage at a reasonable cost with one convenient phone call to (404) 395-1711 or (800) 535-4693.

We look forward to the opportunity of working with you soon.

Best regards,

Robert E. Kurdziel President/CEO

1-404-395-1711 or 1-800-535-4693

PS: Even if your current insurance does not expire for several months, when it does, wouldn't you like to have a tailored program at a reasonable cost?

Are You Ready To Survive?

by Jim Battersby

The employee services and recreation business is exciting, dynamic and challenging. This article is about one association's answer to the challenge of downsizing and resource elimination. This is not a new problem in our field but it is often talked about and creates fear, anger and a multitude of emotions.

have personally seen hundreds of people come and go in this field. I have witnessed the demise of the super powers in employee services. Indeed, the Lockheed Employee Recreation Association (LERA) in Sunnyvale, CA was on the verge of such elimination. LERA has a survival story to tell because transition is the name of the game. Survival may be temporary but the model is one that can apply to you both personally and professionally. All of this is either happening, has happened, or will happen (—only the Shadow knows). You'd best take heed. I am going to approach this from four distinct

angles: I. Business is Business, II. Getting your Personal Stuff Together, III. Organizational Survival, IV. Good Things Can Happen.

Business Is Business— Don't Forget

The first revelation you must accept is that employee services is a small part of a bigger enchilada. Unlike some other recreation disciplines, it cannot count on taxes, public sympathy, charity, endowment, or other forms of revenue.

Business is the ultimate chameleon—ever changing. It has

multiple cycles. It's a perpetual roller coaster and you need to buy into that. Employee services is a companion on this roller coaster ride. How do you prepare for the unknown? Good question.

Keep in mind that business is affected by outside stimuli. Beware of the economy—What's selling, what's not. Is your company a leader, a follower? Are they in it for the long run? Read the bottom line. Are they making money? Are they a candidate for takeover or merger? Is smartsizing, downsizing or "capsizing" occurring?

By all means, benchmark with other companies who have been there. Use NESRA. You are not alone.

Many have been through this. Do your homework. If a takeover or merger is imminent, look at the players and possible combinations. Is their goal to keep your company culture the same or overhaul it?

Most companies are in some form of transition. It's the Golden Rule "Thou Shalt transition or be bought." These are difficult times and it's really hard work. It is at this time that you must be the most open to all possibilities. You must be willing to make that personal and organizational commitment, which leads me to the next phase: Getting your personal stuff together. It's about personal preparation.

Getting Your Personal Stuff Together

There are several key elements: You've got to have the right attitude. Sorry, no more "Moaning and Groaning" about the damned company. No more "Poor Me Syndrome." No more "I'll Get Even." No more "Watching and Evaluating your co-workers," you really have to give up the negatives to move forward. Company bashing doesn't get it done.

You are now ready for self assessment. Are you really happy here? Look at this chart (Chart A) and place yourself in each category. Is the money right? Am I sufficiently motivated? Am I challenged or defeated? Am I climbing up the hill, at the peak or going downhill fast?

Looking ahead. Can I handle the ups and downs? Am I still grieving the loss of co-workers? Am I in denial about my own security? Can I honestly say that this is the best place for me? Do I have the energy to fight the fight?

The biggest internal question and the most important and fundamental is, "Am I willing to give up my individual needs for the good of the organization?" The question involves giving up my territory I spent so long establishing, that I love and can operate. New Territory—I can't do that. I don't know how. I might look bad. I don't have time to learn new things. It's not me.

Personal Status Chart

Instructions

Answer the questions below placing a number value on where you stand personally. 1 is the lowest. 10 means the thrill is still there.

Are you being financially rewarded?

Do you enjoy working with co-workers and managers?

Are the awards and special recognition still there?

Do you still feel the same love and loyalty to the company?

Are you still challenged, at the peak, or descending?

Chart Results

Any category that rated between 8-10 means you're very happy and satisfied

A seven rating means you have some uncomfortable feelings. Ratings of 5 or 6 mean you should be looking strenuously for other opportunities.

The greatest success can also be your greatest fear, that you work yourself out of your job. Hard to believe but this is a valuable goal and a quality possessed by some of the most successful business people in the world.

"I" should no longer mean "me." It should mean Ideas and Innovation. Sure, take good care of yourself. Eat right, exercise, get your rest, pamper yourself, but be part of a team.

If you have reached this point in the article and are not exhausted by introspection then you are ready to move on to organizational and program survival. Congratulations! (You may have decided to become a Tibetan monk or monkess by now.)

How to Survive

I am going to switch from philosophical to practical and throw out a myriad of suggestions on how to promote survival of your employee services and recreation program. The suggestions are somewhat in order, but also interchangeable.

Assess the Organization.

What are you doing now? What are the basic needs such as funding, facilities, staffing, company support and programs. Look at the whole picture—use all staff and selected outside perspectives.

Now What?

We move from the present to trying to anticipate the future. The methodology is quite important. Utilize the entire organization. Everybody needs to participate and buy in. Brainstorming, mind mapping, quote without comments are methods of getting everybody's thoughts and ideas on the table.

Too often we internalize planning, leaving it up to a small group of the impactees. This is the time to look outside. Seek opinions and ideas from people in other departments, other companies and most importantly the users of your services. The more perspectives the better.

It is now time to be precise. What will it take to survive? Determine the dollars needed and the politics. What kind of staff reductions and program adjustments are necessary? You might want to start from a zero base as if you were building a brand new program.

The next stage is to put together a pitch for all seasons and reasons. This is a presentation that can be given as a "Full Blown" presentation with "Bells and Whistles" to top administration. It should also be flexible enough to be given on a one-to-one basis.

Your biggest asset in this area is documentation. Demonstrate previous

success and show how your programs can be self sustaining.

Numbers Talk. If you are not keeping metrics, do so now. Tabulate attendance in all areas. Track dollar savings on discount programs. Tabulate volunteer hours as value added. Time savings, convenience, morale and productivity can also be accentuated. Utilize benefits, wellness and safety factors in justifying your program.

Learn to talk to your audience. Give them what they require. Be prepared to answer all questions.

Now is the time to team for success. Establish "Action Teams" that are responsible for performance. Build their goals and objectives into performance appraisals and pay increases. Require teams to report back to the total group on progress and goal achievement.

Team assignments could include:
1) Revenue generation, 2) Subsidy elimination or reduction, 3)
Positioning employee services in the company/company support, 4)
Marketing/public relations and customer support, 5) Benchmarking—What's going on in the world.

Deadlines should be enforced. Goals should be well established and always in front of the group. A theme such as Survival "95," "It's Never Too Soon," or "Our Destiny is in our Hands" can help the group focus.

Rewards, incentives and victory parties are all a part of milestone achievement. Keep the team moving forward.

Good Things Do Happen

A brief summary follows of the Lockheed Employee Recreation Association 1993 turnaround accomplished using the previously described techniques.

The mold was literally broken and support was garnered in all areas. Financially, LERA turned around from a company subsidy of \$760,000 in 1990 to generating \$500,000 in 1994. If you add the company subsidy and revenue generation, the turnaround was 1.2 million. The

Revenue Generators that Came Out of LERA's Survival

- Retiree membership: Annual \$10. Late: \$15. (After November 1). Members enjoy discounts, a newsletter and volunteer opportunities. Revenue garnered in excess of \$20,000 annually and growing.
- Rental of ball fields: An impossibility at one time—LERA's night-lighted softball, soccer and picnic facilities are rented by the public. Generating \$40,000 annually. Insurance certificates, waivers and supervision are the major hurdles.
- Recreation vehicle storage: Extended to other companies in the area. Must meet insurance and waiver requirements. Adds to annual revenue in this area of \$280,000.
- **Delay of loan payment:** Unique situation where LERA is paying off a loan to the company for the sports complex. This year's forgiveness of loan—\$65,000 per year. What about refinancing an existing loan as another possibility?
- **Discount membership (Pending):** Fifty cents a week payroll deduction gives discount members reduction in activity and merchandise costs.
- Computer sales: Sell to employees directly. Can use Visa, Master Card or work with Credit Union to finance.
- Company support: Company agreed to provide one half of executive director's salary and all of senior accountant's—realized how recreation is value added.
- Intercompany cooperation: Local companies and NESRA members network for volume purchasing.
- Cross training and cooperation: LERA has completed a program that provides the opportunity for staff to know and work in each other's area and work together on events such as the award winning Open House in October of 1994.

original schedule called for a 3-4 year phasing. In actuality, LERA's entire subsidy was eliminated in 10-months. The target kept shifting and LERA kept meeting a movable target.

LERA has been able to retain 11 staff persons. Very few programs suffered and retiree and family programs grew appreciably. The number of revenue generators increased. In closing, Table B is a summary of revenue generators that came out of survival. Most had never been attempted, all are enjoying success.

In summary, hard work creates success. You must understand the nature of business, you must take personal inventory and commit to a team concept. You must plan and assess, delegate and follow through. The rewards are there and success breeds innovation and future success.

Are You Ready?

Jim Battersby is the manager of employee programs and executive director of the Lockheed Employees' Recreation Association in Sunnyvale, CA. Learn more Survival Strategies at his session at NESRA's Conference, April 19-23, 1995.

Take the Bumps Out of Your Next Bus Trip

By Cynthia M. Helson, editor

With these
planning tips
and enroute
game ideas,
your next
bus trip will
be a hit!

hether the trip is to a major theme park, gambling destination, outlet mall, local casino or to a major sports event, there are a few common steps for the travel planner.

First, once the destination of the trip is determined and confirmed, the bus company should be contacted. Be sure to ask the right questions to determine which bus company can offer you the service you expect for a price that's affordable.

It's important to work with a reputable bus company, one that can provide references and records of on-time performance. You want to find a company that keeps safety and service a priority. The sidebar on page 17 offers more questions you should ask before signing a contract. Ask about the company's maintenance practices and check the bus you will be using to be sure all heaters, speakers, TV monitors and other operational functions work as they should. Ask whether or not the bus comes with a well-equipped first aid kit and if it doesn't, plan to bring one. Also, be sure the company is well staffed and that drivers are not overworked and fatigued. Request a driver that has been to your destination before or one that you've worked with in the past. Sometimes a driver's personality can be a great asset to his/ her ability to drive and knowledge of direction. A lively bus driver can add to the enjoyment of the trip.

Also ask questions about the company's policy regarding bringing refreshments on the bus, leaving on-time, making stops, etc.

Based on how long your trip will be, what your employees expect and what you are willing to spend, decide which amenities you want and need on the bus. Most come with reclining seats, restrooms, and now many come with a VCR and several TV monitors for showing videos during trips. Research what other

amenities are available and decide which can add fun to the trip. Remember, employees' escape begins once they get on the bus. You want the bus to be clean, comfortable and to make a great impression. You also want the bus to provide a clear announcement system for that first hearty "Welcome Aboard!" greeting which will come from you or your tour director. On these trips, employees get to know one another and make friends as they laugh and chat on the way.

Once you've secured the bus company, established travel time, determined your destination and your itinerary, you need to establish a price for your trip. Employees are usally attracted to group bus trips because they think the destination will be fun and because the trip is often offered at a price too good to turn down. By now you should have done some fancy negotiating with your destination to be sure you are getting the best price and that you're receiving extras for bringing your group's business to that destination. Depending on the number of people you plan to bring, you may receive one or more night's lodging free at a hotel or you may receive a free ski rental or theme park admission. You can spread these savings among your employees and reduce the price of the trip or you can raffle off these extras or you can use these savings to make a profit off the trip for your employees. Taking this and each element of your trip into account, you can develop a ticket price for the trip.

Now you're ready to promote the trip. Use your newsletters, E-mail, electronic bulletin boards, flyers, cafeteria tabletop displays, employee store posters and other media to get the word out. While your destination will have its own appeal, hype the benefits of going on a pre-planned trip. A selling point is that employees don't have to decide where to go, plan transportation, lodging, and an itinerary—it's already done for them! All they have to do

is sign up, pay their money and join the fun! It's an easy escape.

Your promotional information should include the vital information: Where you're going, how long you'll be gone, what you'll do there, why it will be fun, how much it costs and how to sign up.

After you've received all your sign-ups and collected all your money, confirm your reservations with your bus company and all your other suppliers. Then, you're ready to go.

Greet the participants with an enthusiastic welcome. Make sure all that signed up are on the bus and begin your trip by having everyone on the bus introduce themselves. Create more fun on the bus by singing songs, telling jokes and playing games. On the bus you can play Bingo, trivia pursuit, or any question and answer game. You can also hold raffles for the extras you've negotiated such as free hotel stays, ski lift tickets, refreshments, T-shirts, gift shop gift certificates, etc. Another popular raffle is the 50/50 raffle or versions of it. Everyone on the bus buys a ticket for \$1 or some other amount, the host keeps half the

money and the other half is raffled to a winner. Another version is that all the money is raffled to a winner. You can also bring prizes and create a trivia-type game ahead of time. For example, on a shopping trip, you give prizes to someone who bought the biggest item, smallest item, oddest item, most items, etc. You can tailor this game to your destination and to your group.

Once you reach your destination, you may give travelers a little gift they can use there, sunglasses, shopping bags, drink tickets, casino chips, whatever will enhance your trip.

Your bus trip will be a great one if you ask the right questions of your bus company and all your other suppliers and if you consider your ride to and from the destination a critical part of the trip. It's on the bus that employees share their hopes of the trip, play games, get to know each other and share their stories of what they did at the destination. The bus ride can foster friendship among employees.

Interview Your Bus Company

by Doug Cappo

Here are some questions to ask before you hire a bus company

- **1.** Does your company have a "Satisfactory" Dept. of Transportation Safety Rating?
- **2.** Does your company have a formal drive training program? How many hours long?
- Does your company have an ongoing Safety Program (regular meetings, etc.)?
- Does your company have a routine preventative maintenance program for all equipment?

 Explain.
- 5. What is the average age of your fleet?
- **6.** How often are your buses cleaned?

- **7.** Can you provide a \$5,000,000.00 Certificate of Insurance?
- **8.** Can we come out to inspect a bus prior to ordering?
- What is the cancellation policy, terms for payment, advance notice for booking?
- **10.** Can you provide five customer references?

Doug Cappo is location manager for Ryder Transportation in Northbrook, Illinois. Ryder is a NESRA local associate member of NESRA Chicago.

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Fitness/Health Track

Dispelling the Myths of Fitness—
Redefining Fitness for the Masses
Facility Design and Development
National Employee Health and
Fitness Day (NEHFD)
Networking, Networking and More
Networking
Serving the Elder Population in
Your Facility
Wellness TQM=
Techniques, Quality and Methods

Employee Store Track

Attract New Customers With
Convenient Services
Networking, Networking and More
Networking
Strengthening Relationships Between
Suppliers and Employee Stores
The Merchandise Budget—
The Battle Plan For Your Store
Using Planograms, Displays &
Fixtures for Maximum Results
Using the Calendar As Your
Marketing Tool

Chapter Track

A Bill of Rights for Board Members
Benefitting from
Community Service Programs
Making Your Chapter More
Interesting—Tested Techniques for
Membership Development and
Retention
Marketing Your Chapter
Networking Your Chapter
Networking, Networking and
More Networking
Officer Transitions: Preparing the
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General Session Preview

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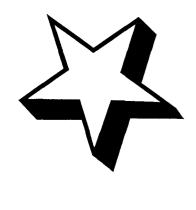
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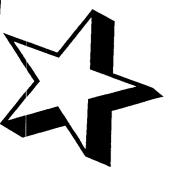
NESRA's 54th Annual Conference & Exhibit

April 19-23, 1995

Philadelphia Marriott Philadelphia, Pennsylvania







ESRA's 54th Annual Conference and Exhibit delivers a myriad of hard-hitting sessions that will address these concerns and prepare you to work in today's changing workplace. In addition to powerful general sessions, specialized concurrent sessions and health, employee store and chapter tracks, you'll discover a whole other learning arena—the Exhibit Hall.

Expected to sell out, the Exhibit Hall will be filled with exhibitors offering new programming ideas, employee store merchandise and valuable discount programs. Talking with exhibitors who are well-versed in the employee services market, you can discover the latest trends and you can learn from other's mistakes. Ask

exhibitors what they've seen work and what hasn't. Exhibitors offer sales and marketing expertise in addition to knowledge of what your peers are doing. Use the Exhibit Hall as a tool to learn how to be more successful, how to generate more revenue and how to offer the best deal to your employees.

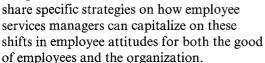
Of course, you'll be energized by the dynamic networking opportunities surrounding you. All of this is centered around a highly-charged educational core that is sure to give you what you need to deliver programs you'll be proud of.

Join leaders in the employee services and recreation field to feel the energy and enthusiasm generating from learning at these general sessions.

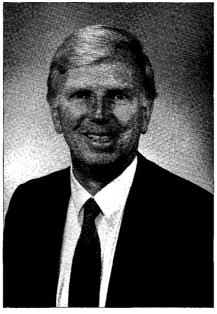
Capitalizing on Changing Workplace Values

Arthur Anderson, Ph.D., Chairman and Professor of Sociology, Fairfield University

Employee loyalty is rapidly disappearing. If we can't count on employees' loyalty, can we at least count on their commitment? In this session, Dr. Anderson will examine what motivates and de-motivates employees in these tough competitive times and will



Dr. Arthur L. Anderson is Professor and Chairman of the Sociology Department at Fairfield University. In addition to university teaching and research, he is a frequent consultant and faculty member in the management and executive development programs of both business and non-profit institutions. As a consultant and teacher of professionals for over 20 years his experience has involved him extensively in the banking and insurance industries, and in the manufacturing sector with firms such as GE, 3M, GTE, IBM, Armstrong, DIAL and Weyerhaeuser. He is also a regular faculty member in the executive development programs in the public sector for state government officials, and for universities such as Columbia, Texas, LSU, The University of Tennessee, and SMU. He has been a recipient of many awards such as The Distinguished Faculty Award, which has been presented nationally in the past 20 years to only 10 faculty members by The Institute for Management Studies. He is author of the book, Divided We Stand, a sociological study of what presently divides and unifies the American people. He is presently working on a new book on the values and structure of American business.



Arthur L. Anderson

Success Strategies For Ambitious People Who Are Asleep At The Wheel

Michael Scott, Managing Partner, Empowerment Unlimited, Inc.

Have you discovered your mission, values and vision for life or are you asleep at the wheel? Get on track with this energizing session that will provide valuable tools to help you regain direction in your life. Come explore the following topics: Discovering your true life mission, setting your dreams into motion, preventing burnout and rust out as you climb the ladder of personal success. You will establish powerful goals based on your true values.

Michael P. Scott is Managing Partner for Empowerment Unlimited, Inc., a Lombard, Illinois-based organization dedicated to helping

> people discover their greatness. Michael has an extensive background in health care human resources development and is a highly respected motivational speaker, seminar leader, training consultant and career strategist. Michael's background includes sound academics as well as successful life experiences through the University of Hard Knocks. He has served as an adjunct instructor for colleges in Indiana and Illinois and is currently on the faculty of the Center for Business Management of the Illinois Chamber of Commerce. Michael is a member of the



Michael P. Scott

Professional Speakers of Illinois, The American Society for Health Care Human Resources Administration and the National Speakers Association.





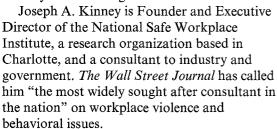
Workplace Violence-Causes and Prevention

Joseph A. Kinney, Executive Director. National Safe Workplace Institute

Kinney will provide attendees with an understanding of types of violence that occur at the workplace and demonstrate how violence imposes substantial costs on the organization and its effectiveness. Learn how internal workplace stresses can contribute to work-

place violence and what employee services managers can do to help combat workplace stress. You'll also learn key

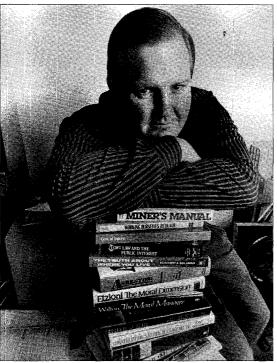
issues in early intervention, threat assessment and management and examine regulatory, civil liability and other legal doctrines.



Prior to 1987, he was a management consultant and an executive in both the public and private sectors. This speaker also served with valor as a U.S. Marine in the Vietnam conflict.

Joseph Kinney's consulting practice focuses on workplace violence prevention. He is widely known for his work on threat assessment and management as well as for the development of threat protocols and other violence prevention strategies. His work has been cited in numerous management, human resource and security publications in the U.S.

In 1987, Kinney established the National Safe Workplace Institute in Chicago, a not-forprofit organization devoted to making occupational safety and health a higher priority for the private and public sectors. He formed



Joseph A. Kinney



Jim Pelley, CSP

the Institute following the death of his youngest brother, Paul, in a scaffold collapse in Denver in 1986.

He also publishes the Workplace Violence & Behavior Letter. The Institute has emerged as a dominant force in shaping the nation's agenda on workplace health and security issues. In 1993, NSWI published Breaking Point-The Workplace Violence Epidemic and What to Do About It. In March, 1995, Simon & Schuster will publish his first book, Violence at Work— How to Make Your Company Safe for the 1990s and Beyond.

Laughter Works

Jim Pelley, CSP, Laughter Works Seminars

Pelley will urge you to put positive humor and creativity into your job and into your life to help you become more productive and less stressed. Forgetting sources of stress for even a few minutes helps people maintain perspective so they can respond effectively to their challenges. Humor is a positive way to shape perception; it can change a negative situation into a positive one. Effective use of humor in the workplace is a smart investment.

Jim enlightens audiences on the art and science of how to put effective humor, communication, and creativity into their own lives to become more creative, more productive and LESS STRESSED!

Jim is a former stand-up comedian and comedy writer. He has worked with Showtime

Cable television and writers from the original Saturday Night Live Show.

Jim has presented his skillshops internationally from Tallahassee to Tokyo. His information is usable today and for the rest of your life. Presentations generate lots of laughter as audiences go from Ha ha to ah ha!

You'll take loads of information back to your job to make you more successful. Register today for NESRA's 54th Annual Conference and Exhibit and plan to Capture the Spirit!

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Proven Link Between Recreation Chappiness

People who recreate on a regular basis, or for whom recreation was important while growing up, are more likely than all others to be completely satisfied with their lives, according to a new Recreation Roundtable/Roper Starch Worldwide survey.

hose who recreate most often are most likely to be completely satisfied with their choice of careers (36 percent of those who recreate weekly versus 31 percent of all others), friends (54 percent versus 43 percent), and their perceived success in life (30 percent versus 26 percent). However, the "Outdoor

Recreation in America" report suggests that the connection between recreation and family may be at risk. Comparisons with a 1986 study show that the proportion of the public who say recreation was very important while growing up is down 7 points to 25 percent.

The door-to-door survey of 2,000 adults was conducted from April 15-22, 1994. In addition to linking

outdoor recreation
participation with quality of
life, the study also looked at
motivations for and barriers
to recreation as well as
satisfaction levels with
recreational opportunities.
The study shows that twothirds of Americans
participate in outdoor
recreation every year, and
half do so at least every
month.

"The conclusions Roper has drawn from its survey

"We now know conclusively that the American public associates recreation with three great issues of the 1990s: family, the environment and health.

Second, we know that people who participate in recreation often, and those who were raised in families where recreation was an important element, are happier with their lives than the public at large."



are very encouraging," said Francis Pandolfi, vicechairman of the Recreation Roundtable and President of Times Mirror Magazines, "We now know conclusively that the American public associates recreation with three great issues of the 1990s: family, the environment and health. Second, we know that people who participate in recreation often, and those who were raised in families where recreation was an important element, are happier with their lives than the public at large." The correlation between satisfaction and recreation participation was found at four different education levels.

Reasons for participating in outdoor recreation reflect a commitment to family life and personal fitness. The number one purpose for participating is "to have fun" (76 percent) and other key recreational motivators include "relaxation" (71 percent), "health and exercise" (70 percent), "family togetherness" (68 percent) and "stress reduction" (66 percent). Over the last year, the top recreational activity has been pleasure driving, done by 40 percent of the public. The survey shows other leading activities are swimming (35 percent), fishing (25 percent), camping (25 percent) and bicycling (21 percent).

The most avid recreators are a group called the "Influentials." This is a trendsetting segment of the population that Roper has monitored for 50 years. This group tends to be politically vocal and community active. The Influentials' participation rate in outdoor recreation is double that of other Americans. Additionally, nearly 4 in 10 of these outdoor enthusiasts expect to increase their future participation. The "Outdoor Recreation in America" report also reveals gender differences in favorite recreational choices. Fishing was the overwhelming favorite activity for men (19 percent versus 7 percent of women). When women were asked for their favorite activity, swimming came out on top (12 percent versus 6 percent of men). However, men and women do share a similar enthusiasm for pleasure driving and camping.

Recreation often starts with the family. Parents introduced 43 percent of the respondents to their favorite activity and 16 percent found it through another relative. Clubs such as the Boy Scouts and Girl Scouts do not appear to play a major role, as only 2 percent found their favorite activity through these organizations.

The report says that "the single most consistent predictor of outdoor recreation attitudes, participation and satisfaction is the value placed on recreation while growing up. A family that heavily emphasizes and participates in outdoor recreation raises children who turn into recreation supporters, participators and enthusiasts as adults."

According to the survey. one in three Americans took an outdoor recreation vacation last year. Water destinations such as oceans, lakes and rivers, drew 40 percent of the vacationing public. Federal and state parks account for another 38 percent of recreation vacation spots. A large majority (77 percent) of the public believe that the availability of local parks is either "excellent" or "good." While receiving information in advance of recreation is not a major problem, the public is relatively unsatisfied with the amount of information available during an outdoor recreation experience. Seven in 10 Americans feel that displays and other programs teaching about history and resources are important. Yet only 12 percent are satisfied with the interpretive resources currently available.

The study shows regional differences in recreational patterns. Westerners are the most likely to utilize their nation's natural resources and southerners are the most apt to go fishing. Although people in the Northeast are most willing to volunteer their time in the future to recreation facilities, they show the least enthusiasm for outdoor recreation. People in the Midwest are the most satisfied with the recreational opportunities that currently exist. Ninetyone percent of the public agrees that "outdoor recreation is a very healthy type of leisure activity."

The survey discovered that time constraints are the

principle obstacle to recreation. Nearly 60 percent say that time is a limiting factor. Less than half cite the expense of recreation as a reason. The idea that only the wealthy can afford to recreate was rejected by three quarters of the public. Predictions for future recreation indicate that most people (63 percent) will continue to participate at the same level. One fifth (22 percent) think they will become more active while 6 percent believe they will be less active in recreational activities next year.

In his executive summary of the report, Pandolfi states, "The data clearly demonstrates that providing appropriate opportunities for high-quality outdoor recreation contributed importantly to other societal goals, including a sound environment, healthy rural economies, strengthened families and better personal health."

The Recreation Roundtable, sponsor of the study, is comprised of 25 leading recreation company executives. The Roundtable seeks to promote high quality and readily available recreation opportunities for all Americans. Copies of the study summary may be purchased through the Recreation Roundtable at 1331 Pennsylvania Avenue, NW, Suite 726, Washington DC 20004 (202) 662-7420.



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Health promotion

Communication Drives Rollerblade's Wellness Program



Captain Rollerblade makes an appearance at the Rollerblade "Thanksgiving Lunch."

by Jeffrey Westbrook

ollerblade, Inc., a privately held company, based in Minnetonka, MN pioneered the sport of in-line skating and created the rapidly growing industry, which it continues to lead. Rollerblade skates were developed as an offseason training tool for hockey players in 1980 and were quickly adapted by Nordic and alpine skiers as well. In 1986, the company redefined and expanded the in-line skate market to include general fitness enthusiasts and recreation seekers, as well as crosstraining athletes from numerous sports.

Today, in-line skating sports such as roller hockey, racing and even roller basketball are rapidly gaining popularity. With more than 14 million participants, in-line skating has truly come into its own as a sport.

Currently with 275 employees, Rollerblade continues to grow and evolve as a company. The evolution of a young company ripples through every phase and function, including the Wellness Program. One of the strong constants has been the significant support from the CEO, both financial and moral. The understanding that wellness can offer many

benefits to employees, and in return to the company, is the philosophy that has driven support for the program.

The Initial Program

The Rollerblade Wellness Program grew out of a committee of seven employees who provided the planning for events over the course of a year. Those volunteers were responsible for the planning and execution of eight annual events, including the company picnic and holiday party, for all employees and their families. As anyone who has planned these kinds of events knows, there is a tremendous amount of work involved. While this group worked extremely hard, and had many successes, burnout and frustration took its toll. The committee was spending too much time defending their actions. Somewhat disconnected from the decision makers in the organization, the approval process was slow, and the efforts of the group could be halted after weeks and even months of planning.

The company's continuing growth and evolution made it more difficult to stay in touch with the changing needs of the employees. As

the company's demographics began to include more employees with children, more diversity and older workers, the volunteer group became less effective at identifying different needs. This group had significant impact but as the company grew and more issues surfaced, it was difficult for this small number to remain effective and motivated.

The New Structure

The new structure required changes in two key areas: the first being the role of the committee members, and the second, expansion of the program itself.

The role of committee members changed most dramatically, from a few volunteers responsible for every detail of every event, to representatives from each function area responsible first for finding out what employees wanted and bringing these needs to the planning table, and second, for planning the events. Each department selected a representative to become a member of the Wellness Committee, expanding the committee to 16 individuals. These representatives were responsible for keeping their department informed of all activities throughout the year, and relaying the interests and ideas from each department to the Wellness Committee. Broader representation of the entire workforce was another goal, accomplished by including a variety of levels in the organization including management, individuals with varied family status and ages. Once the committee determined what employees wanted, then narrowed down decisions to be made, they often took final decisions to employees for a vote. When research determined many of the decisions, the planning process fell into place and the committee carried out employees' wishes.

Now when programs are planned, more employees are satisfied. The very few complaints expressed have been responded to with concrete statistics showing the program was what the majority of employees indicated they wanted.

The second change was to reduce the planning approval process and expand the level of services. The budget for the Wellness Program was moved to a line item responsibility of the Manager of Staffing and Employee Programs. This helped to decrease the approval process significantly, and to ensure that the business issues were considered at the beginning of the planning process.

The next step was the development of a mission statement to guide the direction of the program going forward. The following statement is what drives the planning and focus of the Rollerblade Wellness Program:

"The Rollerblade Wellness program is dedicated to promoting a healthy lifestyle for employees and their families, and promoting an environment that enhances morale and productivity. This is accomplished through Awareness, Lifestyle Change and a Supportive Environment that further enhances physical and social fitness, as well as emotional well-being.

The five distinct areas where the mission statement becomes reality are physical fitness, lifestyle enhancement, recreational programs, emotional well-being and social fitness. Examples in each category would include the following:

- Physical fitness: on-site fitness center, currently in the planning stages.
- Lifestyle enhancement: classes and seminars on a variety of topics including stress management, nutrition and ergonomics.
- Recreational programs: softball and roller



Rollerblade employees enjoy one of the 20 events provided throughout the year.

Advice on Developing an Employee-Run Wellness Program

- n Without a doubt the greatest asset to the Rollerblade Wellness Program has been the strong, committed support of the CEO and President, John F. Hetterick. While many of my peers struggle to sell the benefits of a strong wellness program, the luxury of focusing on improving an established, supported program cannot be overstated.
- n Rollerblade's involvement in NESRA has also been a great benefit. MERSC (our local chapter) has provided us access to exceptional, low cost discount programs that would not be available to us separately. As well, the resource of other member companies, and the periodic meetings help to keep our program fresh with new ideas and opportunities. I would recommend this membership and involvement to anyone looking to build a top-notch program.
- n Stress communication as a key element to an evolving Wellness Program. Employees are a tremendous resource of talent, interest and energy. They will also keep you focused on what is most important in developing a strong, growing program.

hockey teams, skate nights and volleyball tournaments.

- Emotional well-being: The Employee Assistance Program and
- Social fitness: company picnic and holiday functions, food and blood drives, and "Toys for Tots" collection.

In 1994, over 20 activities were offered to Rollerblade employees. In addition to the programs and functions listed above, discounts on goods and services offered through our MERSC (NESRA's Minnesota Chapter) membership, professional sporting events and other special attractions increased employee participation. The focus on communicating with our employees helped tremendously in planning events that met the needs of individuals. From parents with small children, to singles, to older workers, many special needs were addressed. One example was the on-site baby-sitting service offered to employees with small children during the company picnic. This service allowed

employees to participate in activities, without having to choose between having fun and meeting parental obligations.

The Challenges

The challenges are ongoing, as we continue to improve the program, however, there are some key issues to address. One notable challenge is to keep communication a priority—Keep channels open, both to and from employees. Our 'tools' have included E-mails, display boards, posters, memos, individual contact, surveys, focus groups and mailings. It is critical that we understand the workforce we support and that we are addressing their needs and desires.

The second major challenge is keeping the volunteer committee members motivated throughout the course of a year. By allowing freedom in how each representative keeps their functional area informed of wellness-related activities, creative opportunity becomes an attraction. Personal expression and the ability to tailor their presentation to a specific audience provides motivation. An occasional lunch meeting or other treats doesn't hurt participation at scheduled meetings either! We also make sure that public and formal recognition of the significant efforts of the committee takes place at the end of the year, this usually includes a token of appreciation as well.

What We've Learned

With all the "behind the scenes" work and activity that takes place and the personal commitment on the part of the volunteers, one of the most devastating situations can be negative feedback and comments from those they've tried to serve. While some may truly not be satisfied, it's important to know that in many cases, the silent majority really do appreciate the work that is done. When a constant complainer surfaces, a reminder that there is always room for another volunteer, usually quiets the flow of complaints, or better still, surfaces yet another dedicated worker with fresh ideas.

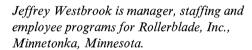
Allow as much freedom as possible, within guidelines to make positions enjoyable and challenging for the committee members.

Working on the Wellness Committee can provide an opportunity to show leadership skills, planning and follow through and other desirable business traits.

Be flexible and responsive to employee needs. The statement that "change is the only constant" seems to hold true with our Wellness Program. Even the most attractive event, won't 'play' as well the second time around. Keeping an ear open to new ideas and suggestions, the needs of a changing workforce, and better ways to address old problems, just may lead to the next smashing event or program.

Conclusion

The challenge of building a strong Wellness Program has been a great deal of fun. There is a lot of excitement around what has been accomplished in the past year. We are focused on changes and improvements for 1995 and the interest from employees wanting to be a part, is incredible. If every challenge could be this rewarding...!





Jeffrey Westbrook, staffing and employee programs manager.

Job Market Myth #1

"The Gold Watch"



The 1990's is a time of continuous corporate lay-offs and downsizing. For most of us, that means we can expect as many as 10 or more job changes during our working lives.



New technology and management practices are eliminating old jobs and creating new ones at warp speed. For most of us, that means we can no longer count on a lifetime job with just one employer. "The Gold Watch" is gone!

So, What Do You Do?

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(Ask For Our Group Rates)

Employee Store

Next Time, I'll . . .

What would you do differently next holiday season?

he first week of January 1995, NESRA Headquarters took an informal telephone survey to see what employee store managers would do differently for the next holiday season. What they said could help you next year and throughout the year. Here's a collection of suggestions gathered with the advantage of hindsight.

Next Time I'll . . .

■...Have Santa Claus at the store's Christmas Open House. The Open House is a tradition. The first Saturday in November, the staff comes in and puts out all the Christmas decorations. The store is head-to-toe holiday cheer. We prop open the doors on that first November Monday and we let holiday music and the smell of hot apple cider fill the air. Customers enjoy the sights, sounds and tastes of the holidays. We serve apple cider and doughnut holes. Having Santa there would've added to this tradition.

—Jackie Sells, employee activities supervisor, Nationwide Insurance Company, Columbus, OH

- instead of placing two orders. This way I'll always have inventory. I will also continue to use my history binder (see sidebar) and continue to rely on my file of the last two years' invoices. It's important to know what I've ordered in the past and how well it sold.

 —Linda Tossman, senior administrative specialist, John Hopkins University/Applied Physics

 Laboratory, (JHU/APL) Recreation Office,

 Laurel, MD
- ■...Focus on deliveries. Receiving merchandise in time is always a real challenge at the holiday season. The best option is to purchase in July and reserve some inventory for the holidays. Setting and sticking to a cutoff date is also a good idea.

The key to our success at the holidays and during the year is our attention to merchandising—which begins with the buying (See sidebar on page 31.)

Lovi DuRois maybating/proportions buyer

- —Lori DuBois, marketing/promotions, buyer, Sony Electronics, Inc., Park Ridge, NJ
- ■...Order more merchandise from outside suppliers. I'd also resist the temptation to extend our hours. This year we extended our hours, but we really didn't need to.
- -Mike Flack, Bristol-Myers Co., New York, NY
- ■...Hire more help to serve the customers. We had a great holiday season. We promoted our store from the last week in November thoughout December. We sold out of almost everthing. We sold four times as many poinsettias as we ever have. We sold over 4,000 plants. We held a flyer sale the last two weeks with 40 items on sale. For us name brand merchandise at discounted prices sells best. At the end of November, we took 25 percent off holiday items, then 40 percent, then 50 percent and finally on the last day before the holiday, we sold ornaments for \$1 a piece.
- —David Kneebone, manager of employee sales, Hoffmann-LaRoche, Nutley, NJ

Maintain A History Binder

Linda Tossman, senior administrative specialist for JHU/APL Recreation Office says she maintains a binder with dividers labeled with holidays. Within each divider is a spreadsheet for items such as balloons, candy and gift items. She logs how many she purchased, how many were sold, comments on what sold well and when and comments on what didn't sell well. She logs notes including suggestions for next year's order. Tossman refers to this before she places an order.

- ■...Increase my services. We have a new employee store and throughout the year I plan to include dry cleaning and shoe repair. I'll also be carrying more food items, especially hot snack items like popcorn, nachos and hot pretzels.
- —Mike Henleben, general manager, Canteen Corporation, Boca Raton, FL
- ■...Be more careful ordering holiday merchandise and ornamental merchandise. I'd order more merchandise I can sell throughout the year. A plant shutdown left me with a lot of leftover holiday items.
- —Cathy Hershovitz, Paramax Corporation, Great Neck, NJ
- ■...There isn't much I would change. Our sales were great. I think it was so good because our advertising has gone from passing out flyers to putting announcements on inhouse TV monitors and our E-Mail system. Now we reach many more people.

Our customers also know we turn over our stock quickly. They know that if they want it, they have to buy it quick because it may not be there tomorrow and they know I don't order more. Customers know things sell quick. To keep the store interesting, I don't order the same things over and over. Once it's gone, something new is available.

—Denise Misty, company store manager, National Semiconductor, Santa Clara, CA.

A Few Words on Merchandising and Buying

We find displays and merchandising were key-not just at the holidays but all year long. What most do not realize is that merchandising really begins when you're purchasing items. Work with what you have in the store and build on that, I try to buy items that merchandise well together and relate to our Sony products and audience. Keep these questions in mind while buying: Will these products complement the store environment? Will they accommodate the needs of the employees? Will they offer quality and value and meet the standards represented by our company image? Lastly, avoid surprises. Ask suppliers for references and be sure to check them! A good supplier is always happy to provide references.

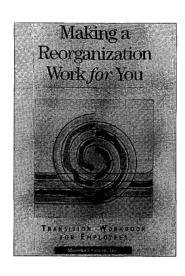
Also, since I buy for 14 stores, I circulate a survey listing proposed items for the next season to the store managers and ask them to rate the items they think would be successful. The survey also includes questions to determine what products were popular and what customers are asking for. "These store managers are on the front line, they hear what customers are saying!" It's also an opportunity to evaluate our pricing and to share successful merchandising strategies.

—Lori DuBois, marketing/promotions, buyer Sony Electronics, Inc., Park Ridge, NJ.

Sports Tours Relive Fantasy

ave vou ever dreamed of participating in a home run hitting contest against former major league pitchers? Or how about putting against professional golfers on some of the country's most beautiful golf courses? Each Sports Fantasy Tours Behind the Scenes tour is an allinclusive journey to two or more cities that includes: tickets to top professional and/or collegiate sporting events; a series of participatory events; behind the scenes tours of North America's high-tech as well as its historic and hallowed stadiums, ballparks and arenas; private receptions with former professional athletes and field generals, current broadcasters and team officials; deluxe hotel accommodations; luxury motor coach travel; and, sight-seeing tours of the continent's greatest cities.

For more information, contact Sports Fantasy Tours-Inside the Game, 6917 Wildglen, Dallas, TX 75230, (214) 691-9476, (800) 379-7767, FAX (214) 739-1749.



Tool Helps Survivors During Reorganization

hen corporations reorganize, surviving employees must make major adjustments to adapt to the new organization. Making a Reorganization Work for You, a 44-page booklet, is a tool that helps them anticipate and complete the necessary changes to be successful in their new work environment.

The booklet argues that employees who survive a reorganization must successfully navigate three phases of personal transition: Holding on, The roller coaster ride, Experience and commitment.

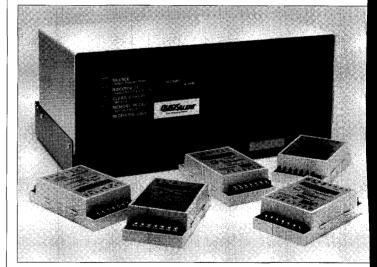
For more information, contact David E. Gumpert Communications Inc., 687 Highland Ave., Needham, MA 02194, (617) 444-5543, FAX (617) 444-1056.

Book Reduces Health Care Costs

A new booklet from the American Institute for Preventive Medicine helps employees/subscribers/patients become better health care consumers thereby reducing costs. Healthy SavingsTM: 101 Ways to Reduce Your Health Care Costs presents quick tips on

how to save money while using the health care system. The tips cover a variety of topics including doctor visits, medical exams and tests, medication, surgery, hospital stays, dental care and mental health.

For more information, contact American Institute for Preventive Medicine, 30445 Northwestern Highway, Suite 350, Farmington Hills, MI 48334, (810) 539-1800, FAX (810) 539-1808.



Device Aids With ADA

The Quick Alert monitoring/messaging technology allows human resource managers to increase safety and accessibility in offices and hotels without costly expenditures. The Quick Alert system, with sensors attached to the company's fire detection system, would dispatch a detailed message immediately and

directly to the hearingimpaired person, warning him/her to evacuate the building without the help of a message relayed through a front desk. The message, automatically transmitted without the assistance of an operator or central dispatch, leaves no margin for human error.

For more information, contact Telemessaging Devices, Inc., 3029-115 Stonybrook Dr., Raleigh, NC 27604, (800) 645-4595.

▼ Video Illustrates Proper Back Care

The YMCA Healthy Back Video offers practical and easy-to-follow relief for back pain. This video demonstrates correct techniques for all of the floor exercises included in the book, YMCA Healthy Back Book. The video shows proper form for each exercise and how to conduct the exercises with a group.

In addition to the proper exercise techniques the video covers: where exercisers should feel each stretch, incorrect stretching techniques, first aid measures, advice for maintaining back fitness and healthy back positions while standing, sitting, sleeping, driving and lifting.

For more information, contact Human Kinetics, 1607 N. Market St., P.O. Box 5076, Champaign, IL 61825-5076, (217) 351-5076, FAX (217) 351-2674.

Submarine Makes Debut

A tlantis Submarines In Waikiki debuted Atlantis 2000, a passenger sub. Longer than a basketball court, the 102-foot sub carries 64 passengers. New on-board amenities will include larger

windows, more individual passenger space, improved seating, a multilingual audio system and underwater cameras linked to individual video displays found throughout the cabin.

For more information, contact Atlantis Submarines, (808) 973-9800.

▼ Environmental Sourcebook for Travel

The Environmental
Sourcebook, a
reference guide produced
by the Travel Industry
Association of America,
features environmentally
responsible travel suppliers.
The objective of this
sourcebook is to share with

others in the travel area a sample of what programs already exist.

For more information, contact Travel Industry Association of America, 1100 New York Ave., NW, Suite 450, Washington, DC 20005-3934, (202) 408-8422, FAX (202) 408-1255.

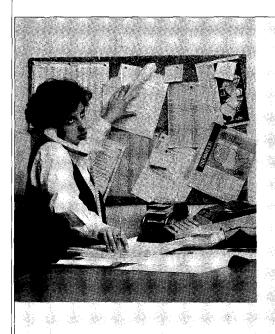
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UTESRA/Salt Lake City, Utah. Clyde Wohlgemuth (801) 863-8674

International Region

Toronto Employee Services and Recreation Association/Toronto, Ontario. Deborah Fillippe (905) 470-3600

Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

v Group Discounts

P.O. Box 669 Bethel Park, PA 15102 (412) 831-4819 Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

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Update your '95 NESRA *Buyer's Guide* and *Services Directory* by noting the following additions/corrections:

New contacts:

- at A.A.U.—Chris Delisio;
- at The Fun Company—Web Wilde;
- at Sony Theatres/Loews—Kara Pope;
- at Forte Hotels/Travelodge—David Harju;
- at Best Western Riverside Resort—Joel Barez and
- at Entertainment Publications—Brian Dalmass.

New address

■ Happy Discount Plans—128 Kingsmeadow Lane, Blacklick, OH 43004

Looking for more employee programs and more discounts?

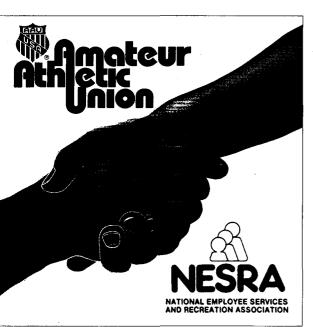
NESRA's Exhibit Hall is expected to sell out to suppliers wanting to serve you.

Plan to attend NESRA's 54th Annual Conference and Exhibit, April 19-23, 1995 at the Philadelphia Marriott in Philadelphia, PA. We've enclosed a registration form for you on page 22.



NESRA and Amateur Athletic Union Join Forces Creating More Opportunities in Corporate Athletics

he National Employee Services and Recreation Association (NESRA) and The Amateur Athletic Union (AAU) announced an alliance that will



create more opportunities for corporate-level athletic competition. The two organizations signed a five-year agreement intended to offer lifelong amateur sports activities that will enhance the quality of life of employees and their families and increase productivity in the workplace.

"The potential relationship between NESRA and the AAU is

very exciting," said NESRA Executive Director Patrick Stinson. "NESRA will be able to bring additional services to its membership while promoting participation in amateur sports across the United States."

All 3,000 NESRA-affiliated companies will have the opportunity to participate in corporate-level competition to be set up and administered by the AAU.

"Strategic alliances such as this one are forming everywhere," said AAU President Bobby Dodd. "In amateur sports, this will allow for our two organizations to pool our resources and provide better services and more opportunities for all levels of amateur athletes."

The alliance matches two not-for-profit organizations dedicated to improving the fitness and well-being of Americans. Established in 1941, NESRA began as an employee recreation program and has since evolved into a professionalized form of employee services and recreation. The AAU, founded in 1888, is the largest volunteer organization in the United States dedicated to the development of amateur sports and physical fitness programs.

During the first year of the agreement, the two organizations plan competition in two sports: basketball and golf. Eventually, it is hoped that all 28 AAU sports will include participants from NESRA-affiliated companies.

By fall 1995, the AAU's national headquarters will be completely relocated to its own office space near the site of the Walt Disney Sports Complex. The Walt Disney World Sports Complex will be the leading edge, world-class set of facilities in which to host nearly every conceivable sports and fitness event. The AAU will be able to host a variety of local, regional and national events at the Complex. The Walt Disney World Sports Complex will be open in 1997.

Events planned for 1995

- Men's basketball: The AAU plans to open its Masters Men's National Basketball Championship, set for May 15-20 in Coconut Creek, Florida, to all NESRA companies.
- Golf: The inaugural AAU/NESRA National Golf Tournament is tentatively slated for early June in Arizona.

NESRA will keep you posted of future developments. Look in *Employee Services Management* and *NESRA News* for more information.



Before & After the Holidays Employees Often Realize

Their Aging Parents May Need Assistance

The Complete Elder Care Planner, by Joy Loverde, is ideal for distribution to employees as the elder care resource. The Planner includes these timely chapters:

- How to Tell if Your Elder Needs Help
- · Getting Help
- Documents Locator
- Taking Care of You
- If an Elder is Hospitalized
- · Ready Cash
- · Housing

- Long-Distance Assistance
- Elders & Driving
- Estate Planning
- Insurance for a Longer Life
- · Health & Wellness
- Managing Medications
- · Quality of Life
- · Caregiving Questions to Ask

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"I never realized how valuable The Planner was until I personally had a need. I recommend The Planner to all corporations that are pro-active in addressing elder care in the workplace."

—Karyn Evens, Staff Specialist Amgen, Inc.

The Complete Elder Care Planner —\$17.95

192 pages, 8 1/2 x 11, Softcover, Large Type, Index

Quantity	Discount	Cost Per Copy
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20 - 49	30 %	12.56
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500 and more	inquire	

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Employee Talent Show

Delegate Budget Information

for

NESRA's 54th Annual Conference & Exhibit

April 19-23, 1995

Philadelphia Marriott Philadelphia, Pennsylvania



Registration Fees

NESRA Member Delegate: \$415 Non-member Delegate \$800

> Spouse: \$200 Student: \$200 Retiree: \$75

Hotel Rates

\$125 per night Guest Room (Single or Double)

CONTENTS

Volume 38, Number 3 March 1995



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Departments

6 News in Brief

Women and Minorities in Management . . . Boosting Staff Morale . . .
Networking Can Bring Results . . . Selling Work/Life Programs . . . Trends in Sports and Fitness . . .
The Bright Side . . .
Employers Look at Absenteeism . . . Voice Mail Loses Popularity

32 Health Promotion

Providing Motivation: The Presidential Sports Award By Tom Leix

34 Employee Store

Getting Them In The Door By Cynthia Helson

36 Buyer's Guide Update

39 NESRA Chapters

40 Solutions in ES&R

Resourcefulness is Key for One Person Staff

by Joyce Caldron

Features

9 Family Activities Conveniently Create Quality Time

Employees really do appreciate family activities. This series of pieces about family programs includes comments from employees. Read about a Fishing Derby, a Fall Festival, Summer Camps, Discounts and more.

16 What To Do When Your Job Is Not A Picnic

Has planning the employee picnic been "delegated" to you? Read this article to find out why companies have picnics and how you can plan a spectacular event.

By David Duke

20 Capture the Spirit of Savings in NESRA's Exhibit Hall

Read what exhibitors will be displaying at NESRA's 54th Annual Conference and Exhibit.

25 Boost Morale With an Employee Talent Show.

Employees become performers, stage hands and promoters as they work together on a Talent Show.

By Karen G. Beagley

29 Please, Take It Personally

You're concerned about your employees balancing work and personal life—but what about you? Here are some tips on how you can take more control over your life and fulfill your dreams.

By Michael Scott

At NESRA's 54th Annual Conference and Exhibit, you'll have an opportunity to focus on personal development. Michael Scott, author of this article, is just one speaker among many that will give you news you can use.

Editor's note

What Makes It Worthwhile?



ftentimes there's so much talk about increasing productivity and decreasing absenteeism that you forget what employee services is all about.

Most of the time it's not about the number of employees that attend activities or the dollars you're trying to stay under budget.

It's about putting smiles on employees' faces. It's about creating an opportunity for families who may have never known the joy of an activity. It's about seeing employees as caring, interesting, talented and funny people. It's about discovering that employees are made up of more than what they do on the job. It's about making it easy for employees to spend time with those they love.

I'm sure all of you treasure the memory of a special moment when it all seemed worthwhile—when a particularly conservative employee "let down her hair" or when a demanding employee raved about an activity to a co-worker or when an employee proudly displayed a picture of his child having fun at an employee picnic.

These are the intangible things that make your job worthwhile. These are the things that keep cropping up throughout this issue of *Employee Services Management*.

Interspersed through the cover series, "Family Activities Conveniently Create Quality Time," you'll find reminders of how employees enjoy and appreciate your efforts. You'll read about family activities that are being offered at NESRA member companies—A Fishing Derby, Summer Camps, Winter Festival, etc. You'll also empathize with an overburdened multi-hatter who is "handpicked" by the CEO to coordinate an employee picnic in "What To Do When Your Job Is Not A Picnic." This realistic account tells how many HR managers acquire the responsibility of coordinating a picnic, their reaction to this new responsibility and how

they meet the challenge. It also answers the questions, "Why have a picnic anyway? Aren't they out-of-date?" You won't want to miss "Boost Morale With An Employee Talent Show" that tells you what holding a talent show can do for employee morale and how to put one together.

You're always helping employees but be sure to treat yourself to tips on balancing work and family. To direct your personal goals, we've included Michael Scott's suggestions for setting priorities in "Please, Take It Personally."

Enjoy this issue and remember how much employees and their families appreciate your efforts.

Cindy Helson

Cindy Helson

Editor

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xhibit Halls are extremely productive business tools...if you use them effectively! Our exhibitors comment that most NESRA conference attendees arrive prepared and ready to do business.

Let's keep it that way!

When you attend NESRA's 54th Annual Conference and Exhibit, April 19-23, 1995 use this checklist.

- Read through the list of exhibitors on page 20 that includes descriptions of products and services. Be thorough. Pay attention to all exhibitors because oftentimes previous exhibitors will unveil new products/services at NESRA's conference.
- Look at your year-round strategy for buying new employee store merchandise or for introducing new employee programs.
- Create a priority list ("must see") of exhibits you need to see.
- Prepare "spec sheets" for the exhibitors you want to see. Include your company, employee base, employee interests, include what you're looking for, your phone, address, fax, etc. This can help an exhibitor tailor a proposal for you. It will also inform the exhibitor of what you're looking for and it will help you get information on future new products.
- booth since you have a responsibility to your employees to offer them quality new employee programs. Since life is so unpredictable, just because you don't need something today, doesn't mean you won't need it tomorrow. Educating yourself about your associate members can only help you in the future.
- Gather the latest information on employee programs. Take home brochures, discount

- prices and other samples for you and your coworkers to evaluate.
- Ask exhibitors what other NESRA members are doing and ask them how you can enhance your program.
- Schedule appointments with exhibitors if you need to talk about details.
- Listen to what both exhibitors and delegates are talking about within the hall. It's a great opportunity to network and to find new programming ideas.

What's In It For You?

- Over 45 Concurrent Sessions offering time saving techniques in employee services and success strategies for career development.
- Over 165 Exhibitors with the latest offerings in employee programs.
- Networking and Idea sharing that will energize you.

Use this registration application to sign up for NESRA's 54th Annual Conference and Exhibit.

NESRA's 54th Annual

Conference and Exhibit April 19-23, 1995 Philadelphia, Pennsylvania

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NEWS

IN BRIEF

▼ Women and Minorities in Management

W omen and minorities have made significant strides in obtaining management positions over 1993,

particularly at companies with culture and gender diversity programs, according to a national survey by Olsten Corporation.

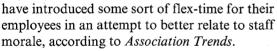
According to the survey, "Workplace Social Issues Survey" of human resources executives at 723

companies, close to onefifth (17 percent), increased the number of minority managers, and nearly onethird (30 percent) increased the number of women in their management ranks.

However, overall representation of minorities and women in management ranks is still proportionally low. While women comprise nearly 45 percent of the overall workforce, the survey reported that only 23 percent of management are women. The numbers are even lower for minorities who comprise only 7 percent of management although they represent 18 percent of the total workforce.

V Boosting Staff Morale

A national survey of associations' benefit plans shows a majority of associations



Because staff members are influenced at work by other happenings in their lives, associations are opening the office earlier and closing later to accommodate flexible work hours.

Among other findings:

- Forty-eight percent of all organizations provide a range of employee benefits that cost the employer between 25-35 percent of the total payroll, exclusive of leave/holidays.
- More than one-third of all groups observe a 35-hour work week. Another 35 percent run a 37.5-hour work week. Over 80 allow an hour lunch.
- Family leave is offered by 68 percent of the associations.
- Staff parking is provided by 80 percent of the group.
- Sixty-three percent of the respondents have a substance abuse policy; 44 percent have an alcohol abuse policy; and 41 percent have a drug abuse policy.

▼ Networking Can Bring Results

To become better at networking, you have to understand the process and develop skills that enable you to take advantage of networking opportunities, reports *Your Company*. These tips can help you become a better networker:

■ Decide what networking can do for you. What percentage of your business now comes from referrals? How much of your new

- business would you like to generate via networking?
- Focus on the right kinds of people. Decide who would be most willing to supply you with leads, and figure out where you can meet them.
- Understand networking protocol. You're not networking until the people you're talking to remember your name, understand what type of customer you want, trust you to promote their success, and believe you'll reward them for their efforts.
- Build relationships.
 Good networkers know the process takes time.
- On your own. If you continually refer customers to other businesses, in time the favor should be returned.
- Formal affiliations. Some business owners form what are called constellation networks, which resemble loosely structured marketing alliances.
- Referral clubs. These referral clubs meet every two weeks and act as each other's sales force.

V Selling Work-Life Programs

Selling work-life programs to management under cost-cutting initiatives is difficult, reports *HRMagazine*. To sell these programs, you have to communicate in terms and context CEOs understand.

Work-life agendas are concepts rooted in responsibility, morality, sensitivity and generosity. They cannot be quantified or extracted by conventional research.

Work to persuade your CEO to support these programs as a matter of leadership, of managing the corporate reputation, and of credibility, the CEO's and the company's. Offer to enhance the CEO's reputation.

What CEOs need to do, with the help of human resources, is to address the broader issues of the evolution of a new social contract between employer and employee.

Trends in Sports and Fitness

R ecent reports from the Sporting Goods Manufacturers Association (SGMA) show the most popular sports activities: Fitness activities

Stationary cycling (39.1 million)

Individual sports
Bowling (49.0 million)

Water sports
Swimming for fitness
(23.6 million)

Winter sports
Downhill skiing
(13.7 million)

Team sportsBasketball (42.1 million)

Outdoor activities

Freshwater fishing, excluding fly fishing (47.8 million)

Most Popular Activities Overall

- 1. Bowling (49.0 million)
- 2. Freshwater fishing, excluding fly fishing (47.8 million)
- 3. Basketball (42.1 million)
- 4. Billiards (40.3 million)
- 5. Stationary cycling (39.1 million)
- 6. Tent camping (34.8 million)
- 7. Volleyball, hard surface (31.7 million)
- 8. Fitness walking (31 million)
- 8. Free weights (31 million)
- 9. Running/jogging (30.1 million)
- 10. Softball (30.1 million)

The Bright Side

ne measure of how good workers really are is productivity, the output of goods and services per person employed, says Fortune magazine. It is here the American worker is number one among the industrial powers. American workers' productivity is 30 percent higher than Japanese counterpart and American workers' manufacturing productivity is 28 percent higher.

U.S. worker's productivity in a wide array of industries looks good. The real state of the American worker is different from pictures people like to paint. American workers are adjusting to changing conditions in a world where American economic preeminence is no longer unchallenged.

Employers Look At Absenteeism

A bsenteeism among American workers rose 9 percent in 1993, costing American companies and nonprofit organizations as much as \$750 per employee in 1993, reports Association Management.

A survey conducted by CCH Inc., indicated that for every 100 hours of productive time, the average employer also pays for 2.7 hours of sick time. For a company with 250-499 employers, "mean sick dollars" translates into \$281,109; for a company with up to 99 employees, that figure is \$13,346.

Employers are taking steps to alleviate these absences:

- Paid leave bank: combines vacation, personal and sick leave in one fund, encouraging employees to take sick days as needed not as vacation.
- No-fault: disciplinary action taken only if employee exceeds a given number of absences in a specified time period.
- Buy-back: employee can cash in unused sick days.
- Bonus: dollars paid for perfect attendance or two days maximum absence per year.

Organizations with 500-599 employees managed to decrease absenteeism.

Voice Mail Loses Popularity

V oice mail may be gaining popularity with many companies, but it's not winning any points with the people who feel forced into a maze of options and button-pushing that accompany some systems. In a recent survey by Accountemps, executives from the nation's largest companies said that 40 percent of the voice mail systems they reach are annoying or hard to use.

Some systems take several minutes to navigate because of a plethora of options, many of which may seem unrelated to a caller's individual inquiry.

Voice mail should not be used to replace personal communication. Wherever possible, callers should ultimately be able to talk to an actual person.

NESRA Membership Invitation

Make NESRA part of your staff. We can provide you with resources needed to effectively manage your employee activities program. Here is what you will receive as a member:

- Annual Membership and Peer Network Directory
- Discount Programs
- Employee Services Management monthly magazine
- Keynotes and NESRA News newsletters
- Resource Information
- Conferences and Exhibits
- Certification Program
- Volunteer Recognition Program
- Publications
- · Awards of Excellence Program

Join NESRA today—the only national association which represents people responsible for employee services, recreation and health promotion programs. You will discover what our members know-becoming a NESRA member makes good business sense.

Annual Investment: \$135.00

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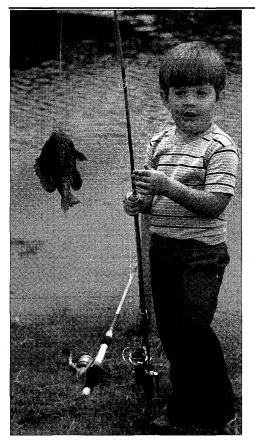
Services will begin 3-5 weeks after receipt of application.

Family Activities

Conveniently Create Quality Time

Across the country ES&R managers are planning activities and programs—not just for employees, but for their families and for retirees and their families. For thousands of employees these programs are hassle-free, memory-making quality time treasures. Here's a sample of what you're doing and how you're doing it.





Fishing Derby

by Marci Kinnin

he Children's Fishing Derby is a program that has been offered to the 3,900 members of the CIGNA Employee Activities Club in Hartford, CT, and approximately 500 retirees for several years. In fact, records show that the derby has been an Employee Activities Clubsponsored event from as far back as 1962. Funding for the Club comes from membership dues and a company per-head

contribution. The derby is managed by volunteers and has been headed by EJay Lockwood for the last three years.

Our suburban campus lends itself beautifully to an event such as this as it includes a three-acre pond, which is part of the grounds irrigation and building's cooling system. The derby is usually held on a Saturday morning in late May or early June, approximately 250 people turn out for the event—150 children and 100 adults. As early as 6:30 a.m., the young anglers are ready to go! Sunfish and bass live in the pond, but the pond is stocked with 100 bass the evening before the event to help make sure that everyone catches something. We require fishermen to bring their own equipment and live bait.

Trophies are given for:

Largest Fish Caught: for a boy, girl over age 9 and then for a boy and girl under age 9; Most Fish Caught; First Fish Caught; First Bass Caught

In addition to the trophies, each child receives trinket prizes and juice boxes throughout the course of the event.

Three to four weeks prior to the event, publicity goes out through desk-top flyers to club members and in the company newspaper. Registration deadline is one week prior to the derby.

Club expenses are: Fish—\$250, Juice Boxes—\$50, Trophies—\$50 and Prizes—\$225

The CIGNA Grounds Staff are assigned to prepare the pond area and to clean-up after the event.

We have a lot of "repeat customers" for the Fishing Derby. Lori Owens, a CIGNA employee, said that her six-year-old son liked the opportunity of "trying to get the biggest fish of all." "Even though we haven't caught one fish yet in the three years attending, he felt it was great to try and yet if he didn't get a fish, he still got a prize. I also think that the fact that the entire family participates in this outing and that we usually stop along the way to get doughnuts is always a plus in his eyes."

Another employee, Tim Reinsch, has two children, Joseph, age 12 and Alison, age 8. Tim said, "I'm no fisherman; the Derby at CIGNA has been my children's only fishing experience. I like being able to give them a different kind of outing, as a family, with relatively little preparation or expense. I was pleasantly surprised that, despite an unbroken fishless



"I'm no fisherman; the Derby at CIGNA has been my children's only fishing experience. I like being able to give them a different kind of outing, as a family, with relatively little preparation or expense.

streak, the kids recalled past derbies in a very positive and enthusiastic way. Interesting too, that the prizes and refreshments weren't things that they recalled." EJay, the Derby coordinator said that "The two things that I enjoy the most are a) seeing how all of the kids around the pond look at the one who has just caught a fish as s/he runs up to me to present his/her accomplishment, and b) when they are picking out their prize ("no, you can only have one") at the end of their day. When I see how something as simple as catching a fish, or picking out a \$2 prize captivates kids, it makes me realize how much adults can take for granted and how much happiness an adult can miss out on by not being around children."

Marci Kinnin, CESRA, is employee services coordinator, CIGNA, Hartford, Connecticut.



A Fall Festival

by Phil Hall, CESRA

he Association of Compaq Employees (ACE), of Compaq Computer Corporation, Houston, TX, has been conducting a Fall Festival for Compaq employees and their families for four years. The festival is held in October and is centered around the Halloween theme. Last year's festival attracted about 5,000 attendees.

The festival is a one day event going from 4-11 p.m. The 4-6 p.m. time has been added in recent years to accommodate younger children in the Haunted House. We rent two large circus tents to house the carnival games and a sit down place to eat. This event goes rain or shine. The cost is \$4 per person and the Employee Association subsidizes the event substantially.

Components of the festival include: carnival rides, carnival games, food concessions and a monster Haunted House.

Compaq is fortunate to have on-site space large enough to hold the variety of activities. We are also able to use a part of one of the parking garages to build the haunted house.

The event is planned and conducted almost entirely by ACE volunteers. Planning generally begins in mid-summer with a review of the past year's event and identification of any major changes that need to be made. Contracts with any of the major suppliers are also developed and signed. The planning committee consists of the following subcommittees: haunted house, food, carnival games, carnival rides,

decorations, contests, volunteers and miscellaneous. The Planning Committee begins meeting in late August or early September on an every-other-week basis; switching to weekly in October.

■ Volunteers: About a month before the event, we begin asking employees to volunteer. We need ticket takers, cashiers, set-up people, decorators and clean-up people. There are also volunteer opportunities in the haunted house. We have over

Fall Festival (Cont.)

the years cut back on the need for volunteers because it detracts from employees being able to enjoy the event. We have replaced employee volunteers with local booster clubs to which we make a contribution.

- Haunted House: This committee has the greatest amount of work in selecting a theme and designing the house. The company's willingness to let us use part of a parking garage is a key factor in making this practical. The Haunted House consists of 8-10 rooms or halls with a variety of attempts to scare people. A contractor is hired to build the house once the design is complete. Company fire and safety people are consulted to make sure we are within code. We make a small donation to a local high school booster club and get 25 volunteers to work in the Haunted House.
- Carnival Games: We have contracted with the Fun Company for the past three years. They bring about 20 different games including a number for real young children. The games go in one of the tents mentioned above.
- Carnival Rides: Carnival rides are contracted with local suppliers. We use six adult-size rides and four kiddy-size rides. In addition, we have separately contracted for a number of rides/games for adults.
- Food: To reduce our expense liability, we invite local food vendors to set up and sell their product at reasonable prices and at their risk.
- Decorations: Decorations are instrumental in making the Halloween theme work. We have built plywood cut-out characters over the years; all in the Halloween theme that are spread around. Other Halloween decorations are used at the festival entrance and anyplace participants must walk to get from one section to another. We "rent" hay bales to use for decorations and give them back after the event. We pay for broken bales.
- Contests: Contests are organized for pumpkin carving, apple bobbing and costume judging. Most contests are done by age groups.
- Miscellaneous: There are a lot of picky things that by themselves do not constitute a separate committee, so we have merged them all together into our Misc. committee. This committee takes care of tent, table and chair rental; traffic barricades; music; security; and all those things that fall between the cracks.

Phil Hall, CESRA, is manager, Employee Services, Compaq Computers—ACE in Houston, Texas.

Summer Enjoyment Employee's

by Cathy MacDonald

odak, through the YMCA of Greater Rochester, is pleased again to offer Holiday Week Vacation Fun Clubs and Summer Day Camp programs for Rochester Kodak employees. These camps were initiated in an effort to take the worry out of employees having to find quality care for their children during summer vacation and school week breaks.

The program offers employees an opportunity to place their children in a supervised program with an environment that encourages developing friendships and strengthening self-esteem. The program is available to employees' children who are at least 5 years old and currently enrolled in kindergarten, to a maximum of 14 years old. Cost of the program is \$105/ child/week.

The YMCA Camp Kodak Village offers convenient worksite drop off and pick-up locations. Hours of operation are 6 a.m. through 5:30 p.m. Monday-Friday.

During Holiday Week Vacation Fun Clubs. campers are bused from their drop-off worksite location to Camp Kodak Village at Kodak's Elmgrove Recreational Facility for a full camp experience. The Elmgrove Recreational Facility serves as the program's core location that is ideal with 30+ acres of land. Campers fully utilize its multiple ball fields, soccer fields, playgrounds, nature trails, volleyball and pavilions. The Vacation Fun Clubs are staffed by YMCA experienced summer camp counselors and unit directors. As a full camp, age-appropriate activities that emphasize small group interaction are provided. Fun Clubs consist of planned special events; a daily schedule of crafts, games, drama and science; and occasional field trips. Field trips are to a local destination such as the YMCA, museums, parks, skating, etc.

On-site drop-off and pick-up site location is also available for Kodak employees who wish to have their children participate in Science and Technology Summer Camps that will be offered again in Rochester to

Camps Offer and Education for Children

children ages 10-14 to discover how much fun science can be. This program is more fully described in our article on "Science Fun Camp."

These programs have been very well received by both parents and children according to Cathy MacDonald, manager, Work/Life Initiatives. "Kodak is proud to offer these types of resources which provide employees with the flexibility to manage their personal needs while continuing to contribute to the company's success."

Cathy MacDonald is manager, Work/Life Initiatives, Eastman Kodak Company, Rochester, New York.

Science Fun Camp Offered in Rochester

by Margaret O'Neill

his innovative camp program is made possible through local companies who are part of the American Business Collaboration for Quality Dependent Care. The local sponsor companies include Bausch and Lomb, Inc., Eastman Kodak Company, Rochester Telephone, University of Rochester and Xerox Corporation. The program is designed and operated by the 4-H Youth Development Program of Cornell Cooperative Extension. Margaret O'Neill, program leader, with Cornell Cooperative Extension, says, "What is exciting is that these local businesses recognize the need to build and enhance the positive youth development opportunities that are available in our community and put their support behind this effort. They are also very sensitive to the needs of working parents, which is reflected in the positive comments of parents who greatly appreciate the camp's quality and science focus, as well as the affordable fees, childcare and transportation options. It is a delight to partner with local businesses, who are committed to supporting youth and families in our community."

Youth ages 10-14 discover how much fun science can be through Science Fun Camp as they explore the exciting world around them. Eight one-week sessions that begin June 26 and

run through August 18, focus on weekly themes: space, water, architecture, plants, animals, nutrition, insects, power and more. Each day combines hands-on science education and discovery with fun summer-time recreation, including swimming. A weekly field trip reveals how science is put into practice at local companies and explores career opportunities.

While the camp program is planned for kids, it is also designed to meet the needs of today's busy families. Early morning and late afternoon childcare is offered, along with an extended camp day in 1995, running from 9 a.m.- 4 p.m. Roberts Wesleyan College is the site for the camp with transportation provided from several convenient locations where parents can drop off and pick up their children.

The targeted age group of 10-14 year olds is sometimes a "forgotten" group of young people—too old for many traditional summer camp programs, yet still very much in need of quality, structured youth development experiences. Awareness of the developmental needs of this age is reflected in the camp's design, which includes a good mix of hands-on discovery, stimulation of minds, plus fun and social experiences. Summed up by one camper, "This camp is the funnest I've ever been to!."

Margaret O'Neill is program leader with Cornell Cooperative Extension in Rochester, New York,

ES&R Managers Conveniently Create Quality Time

Family Events/Activities

Fun Runs

Picnics

Summer Camps

Zoo Trips

Holiday Parties

Father/Daughter Dance

Mother /Son Bowling Night

Movie Theater Event (Rent Out Theater during

nonpeak time and show family movie)

Weekend Getaways

One Day Trips

Apple Picking

Fall Foliage

Mystery Trip

Dinner Theater

Discounts

Attractions	Portraits
Baby Items	Printing
Books	Rental Cars
Campgrounds	Restaurants
Cruises	Shoes
Hotels	Sporting Goods
Gift Items	Sporting Events
Indoor Playgrounds	Theater/Ice Shows
Jewelry	Theme Park
Movie Tickets	And So Much More!
Photofinishing	

Celebrate Winter

By Sue Rowe

Iller Brewing
Company's
employee association at the
corporate offices in
Milwaukee, WI has found a
winter event that can be
adapted for any climate.
Planned by a committee of
employees, the Corporate
Miller Activities Club
(CMAC for short) sponsors
MACFest, a full-day
Saturday event at an area
resort.

The CMAC planning committee negotiates a discounted hotel rate for Saturday night for employees, their families and friends. Employees drive on their own and can come and go as they like. To entice employees to come early and

also stay on Friday night, the resort offered a reduced room rate for Friday evening and a discount for their Friday night Fish Feast. CMAC sponsored a free wine and cheese reception for Miller employees and their guests on Friday evening.

Almost a dozen activities are part of Saturday's agenda. MACFest combines extended use of the lodge's facilities with additional entertainment. For example, the health club is available to both hotel guests and nonguests (nonguests pay a \$5 fee for the day's usage). CMAC members and guests could swim in the indoor pool virtually from 7 a.m. until 11 p.m. For those

5:00 pm - 10:00 pm

Eriday Fich Foact

MACFEST '95 --SUMMARY OF ACTIVITIES AND TIMES

Friday, February 10, 1995

Friday Fish Feast	-	10:00 pm
Wine and Cheese Reception 5:30 pm	-	7:30 pm
Saturday, February 11, 1995		
Health Club	-	11:00 pm
Swimming 7:00 am	-	11:00 pm*
11:00 am	-	11:00 pm**
Cross Country Skiing9:00 am	-	5:00 pm
Ice Skating	-	5:00 pm
Coffee/Hot Chocolate	-	Midnight
Coat Check/Luggage Storage 9:00 am	-	Midnight
All-U-Can Eat Brunch	-	2:30 pm
Day Care	-	11:00 pm
Beer/Soda/Popcorn/Chips, etc	-	Midnight
Changing Rooms11:00 am	-	11:00 pm**
D.J.'s	-	7:00 pm
Truly Remarkable Loon Show	-	4:00 pm
Casino		
Gambling 4:00 pm	-	6:00 pm
Prizes 6:00 pm	-	7:00 pm
Live Band	-	11:00 pm
Karaoke	-	Midnight
Sandwiches Serv	ed a	at 8:00 pm
Game Room Open	24	Hours/Day

^{*} for registered hotel guests

^{**} for non-registered hotel guests

t Resort

without hotel rooms, changing rooms are available from 11 a.m. until 11 p.m. The lodge offers ice skating and cross country skiing (trail fees are paid by CMAC). Information about nearby activities and events was included with each MACFest package. This included locations and fees for downhill skiing and a local dog track's races.

In addition to these activities. MACFest also provides three areas for musical entertainment— Continuous music with the Old Friends Traveling Sound Show from noon until 7 p.m.; a well known local dance band provides live entertainment from 7-11 p,m. and singing with the Karaoke machine is held from 8 p.m. until midnight. Children enjoy the juggling and comedic acts of the Truly Remarkable Loon Show from 3-4 p.m. Certified day care is provided free for children ages 2 and up from 11 a.m.-11 p.m. Children can be dropped off and picked up as often as necessary.

Throughout the day, coffee and hot chocolate is served. Beer, soda, popcorn and chips are served from 11 a.m. until midnight. As part of the company's responsible drinking program, all attendees are wristbanded with color-coded wristbands to identify those of legal drinking age. Hotel staff is alerted to this procedure and asked to enforce this policy. An all-you-can-eat brunch is included between 10:30 a.m.

until 2:30 p.m. Sandwiches are served at 8 p.m. during the evening's dance.

For \$3, MACFest attendees over the age of 21 are given \$5,000 worth of casino "money" to try their luck at Black Jack, Craps or Roulette. When the gaming is over, anyone with \$1,000 or more can win prizes.

Table A shows a full schedule of Saturday's MACFest activities.

MACFest is subsidized by the CMAC and Miller Brewing Company. To participate, employees must be a member of CMAC, which involves annual dues of \$10. Members can purchase tickets for themselves and one spouse/guest for \$9 each; immediate children two and under are free, while children 3-20 are \$6 each and those over 21 are \$9. Guests are welcome with a cost of \$22 each (ages two and under are free).

In addition to the CMAC committee, many volunteers are needed to ensure a successful event. During ticket sales, employees are encouraged to sign up themselves and their spouses/guests to volunteer one hour of their day to help with this event. All volunteers names are entered into a drawing for a great prize which is announced at the Saturday evening dance. For more information on MACFest, contact Sue Row, corporate employee programs administrator, (414) 931-3324, Miller Brewing Company, Milwaukee, Wisconsin.

Why Offer Family Activities?

- It's easier to get employees to come outside work hours if they know they can bring the family.
- Employees that learn more about each other and share more experiences trust each other more and work better together.
- Family activities create more goodwill for your company.
- Having a company-planned event relieves stress on the employee who usually has to schedule and plan everything. Ready-made programs save employees planning time too!
- They keep employees focused on job, not making plans.
- Group activities keep costs down. This saves money.
- Your events may be the only time children are exposed to a particular activity.
- Your programs help employees and their families create memories.

NESRA Can Help You Plan Your Next Corporate Picnic

Members, call NESRA Headquarters (708) 368-1280 today to request a free copy of its booklet

How to Plan a Company Picnic

This step-by-step booklet tells you what you need to know about

- Developing A Committee
 - Entertainment
 - Insurance
 - More

What to Do When Your Job is Not A Picnic

by David Hughes Duke

"I am a human resources professional! I manage 401-K Plans. Employee Assistance. Benefits Administration. Recruiting. Orientation. Not company picnics."

aren replaced the telephone receiver a little harder than usual. The call from the CEO had been very positive—flattering, in fact. So why were her sweat glands activating?

"I know it's outside your normal range of responsibility, but it's got to be done—and it's got to be done *right*."

"Yes sir, I understand, but..."

"That's why I want you to coordinate this personally. We'll have music, games, lots of food, everything catered. How about a midway—you know, like they used to have in the old days at the county fair?"

"Mr. Pitts, I..."

"Prizes for the kids. Cotton candy, snow cones, Moon Walks, how about a petting zoo? And we need group activities for the employees. Teamwork, bonding and all that.

Don't you think it's a fabulous idea?"

"It sounds wonderful. The thing is . . .
"Karen, you've always been my Go-To Guy—
uh, person. When I turn something over to you,
I know I can relax and forget it."

"Thank you, Mr. Pitts. That's a real compliment."

"With you in charge, Karen, I know it'll be great! And remember: This is critically important to our company right now. Thank you, Karen!"

"Right. Thank you, Mr. Pitts. Thanks a *lot*." Karen turned back to her keyboard. Eight more tasks on the calendar. Twelve voice-mail messages. 5:15 p.m.

She slumped in her chair, crushed by the weight of her brand-new temporary title:
Coordinator of the First Annual Hooray for our Company Thanks for a Good Job Bring the Family and Have a Ball Employee Picnic.

Something inside her snapped.

"I am a human resources professional! I manage 401-K Plans. Employee Assistance. Benefits Administration. Recruiting. Orientation. Not company picnics."

Karen said this rather loudly, since there was no one left in the office to hear. It made her feel better—but still a bit rebellious. Why have a picnic, anyway? With due regard for Mr. Pitts' enthusiasm, wouldn't it be just a waste of the company's money? What would an employee picnic really do to further the company's mission?

A lot.

According to many of Karen's colleagues around the country, that is.

Ivie Shirlen, Bowman Gray Baptist Hospital, Winston-Salem, NC, "I think it buys us a lot of goodwill from our employees. We've done this once a year for several years now, and it's a major event. People really look forward to it.

"Employees tell me their families start asking about the picnic six months ahead of time. You know—'Daddy, are they doing the picnic again this year?' Or, 'How many more days 'til the hospital picnic, Mommie?'"

"You might think people would resent their company spending money on an employee picnic," says Bill McClure, Cypress Copper Company, Bagdad, AZ. "Why not give everybody a raise, instead? Naturally, a picnic doesn't take the place of a good salary and benefits—but for a tiny fraction of what it would take to raise salaries throughout a company, you can send people an important message: 'We care about you. We appreciate your hard work. You've earned a little fun.' There's no better way to reward people, I think, than to give them a party together with their families."

Arzell Hale, North American Chemical Corporation, Trona, AZ, says the company picnic is a valued institution at his company. "We show these families a really good time," says Hale. "It's like going to a huge, private carnival just for them. And they love the fact that it doesn't cost them a thing."

According to Bonnie Williams, Greenfield Industries, Augusta, GA, the company picnic helps to create a "family feeling" within the organization. "If you can create a sense of togetherness, of teamwork, your employees are more productive and your company is more profitable," says Bonnie, "and that's a fact. It's surprising how much of a difference you can make just by bringing all the families together for a picnic."

In our suburbanized, high-tech society, it's all too easy not to *know* people. To drive through the traffic to work with blinders on—and keep them on after you get there. Successful companies of all sizes have made bringing employees together a serious corporate goal.

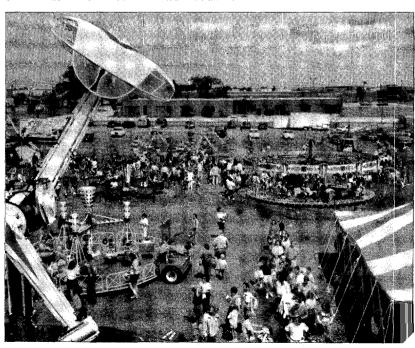
But, why a picnic? Aren't picnics a little out of date? Can grilled chicken and popcorn and carnival games really compete with today's sophisticated forms of entertainment?

"Adults are just children that have grown up," says Bill Blohm, president of American Family Day, a service organization specializing in employee picnics and other corporate events. "They still have the same desires, they still enjoy the same things. And when you get them out of the office and into the fresh air with their families and co-workers, amazing things begin to happen."

Remember our friend Karen? Let's catch up with her again. By now, she'll have made it home from the office and put her feet up. In fact, she's sipping a cup of hot tea and reading the March issue of *Employee Services Management*. Actually, she's reading this very article—and she's beginning to catch a little of her CEO's enthusiasm. By the time she finishes the article, Karen may even be a convert to the idea of a company picnic!

Freshly inspired, she'll go into the office early tomorrow, ready to leap into the process of planning this event. After all, how difficult can it be to organize a picnic?

How difficult? According to people who've been in Karen's shoes—human resources



One thing all picnic planners will agree on:
You've only got one shot to get it right.
Whether you have several hundred or
several thousand employees, when they
show up with their families, the food and fun
have to flow smoothly and without
interruption.

professionals around the country—it can be very difficult indeed.

Tim Thompson, Campbell Soups, Napoleon, OH: "The first time we did one of these, I had no idea how complex a job it would be to plan such a major event from scratch. And it is a major event—especially if your company is medium to large.

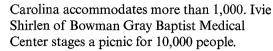
"First, there's the budgeting. Then, choosing suppliers for all the different things you might want—in our case, food, games, entertainment, prizes, and so on. But that's just the beginning."

What else is involved?

Negotiating with suppliers . . . scouting locations . . . pricing and planning a menu . . . dealing with parking problems . . . providing portable bathroom facilities . . . finding and transporting large tables and chairs . . . begging your own employees to work at the event . . . planning group activities and sports events that employees will want to participate in . . . getting proper permits if you're using

public land, such as a park.

Gaye
Roland of
Maxell Inc.,
Conyers, GA,
plans a picnic
for 275
employees.
Mitch
Freeman's
picnic for
Albemarle
Spinning Mills
in North



And all three of these in-house picnic planners say the same thing: *Don't try to do it yourself*.

Are you listening to this, Karen?

"There are some really good organizations out there that can lift this burden right off your shoulders," says Norma McFadden, Nestle's Ice Cream Company, Bakersfield, CA. "For them, planning and executing these events is a specialty. It's their full-time profession. My advice is, find a turnkey supplier you can trust and let them help you do your job! You've got a much better chance of having a successful event and you'll probably save money when all is said and done."

In McFadden's case, that supplier is American Family Day, headquartered in Atlanta, GA.

Companies like this can take care of everything from scouting out a location to delivering and serving hot food to bringing in entertainers. Turnkey special event companies can bring on-site a variety of midway games dispensing prizes, Moon Walks and other key ingredients to a great picnic.

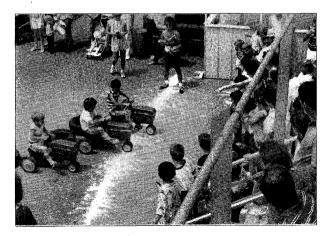
One thing all picnic planners will agree on: You've only got one shot to get it right. Whether you have several hundred or several thousand employees, when they show up with their families, the food and fun have to flow smoothly and without interruption.

"If something is missing, you can't give it back to them, say a Moon Walk at their event," says Blohm. "I mean, they counted on that big bubble of air that the kids can get inside and jump on. If it's not there, refunding the money they paid for it can't replace the experience that was lost for those kids."

Flexibility is another important feature offered by the best suppliers, according to Kathryn McNeal of the Simmons Company, Mableton, GA. "It's important to be served, not sold, by your supplier," Kathryn says. "They should listen well, make intelligent recommendations, help you avoid pitfalls based on their experience. The ultimate goal is to craft an event that is just right for *your* company and *your* employees."

How much does it cost to hire a professional firm to manage your picnic?

The cost can average \$9-16 per person. In most cases, that includes food, live entertainment, games, prizes, activities, and all



accompanying necessities. To help keep costs down, some professional picnic suppliers offer a program that provides the significant amount of supplemental labor needed to stage a large picnic—and, at the same time, benefit the local community.

Local booster clubs—high school bands, civic groups, churches, Little League teams, fraternities, sororities, and other groups are enlisted to set up tents, serve food and man the midway. The volunteers receive specific training, special uniforms and a donation to their organization based on how many workers they supply.

Now—let's check up on Karen once again. Having finished reading this article, she immediately consulted the accompanying list of NESRA National Associate Members taken from NESRA's Buyer's Guide and Services Directory in the November/December, 1994 issue of Employee Services Management who provide turnkey services for company picnics and other events. She's on the phone, in fact, with a potential supplier at this moment. Her heart beat is normal again. Her sweat glands are dormant.

Lisa Epstein of Air Touch Cellular, Atlanta, GA, would approve of Karen's course of action. She learned her lesson: "How do you know if you've had a successful event? Two ways: If your employees have a good time . . . and if you have a good time. For me, our picnic has become fun again. I would never, ever want to go back to doing it myself."

Table A is a listing of NESRA Associate members who offer corporate picnic and party planning. Consult your 1995 NESRA Buyer's Guide and Services Directory in the November/ December issue of Employee Services Management for more information. You can also come to NESRA's Exhibit Hall and speak to picnic and party planners in person at NESRA's 54th Annual Conference and Exhibit at the Philadelphia Marriott in Philadelphia, PA, April 19-23, 1995. To register, turn to page 5.

Table A

Special Event Planners

American Family Day Corp. P.O. Box 669068 Marietta, GA 30066-0102 (800) 227-3801 (404) 426-1807 (404) 426-0906 FAX Contact: Bill Blohm

Enchanted Parties 711-5 Koehler Ave. Ronkonkoma, NY 11779-7410 (516) 467-6628 (516) 467-0364 FAX Contact: Martin Greenstein

The Fun Company 3658 Atlanta Industrial Dr., Suite #D Atlanta, GA 30331 (404) 505-8811 (800) 441-0589 (404) 505-8711 FAX Contact: Scott Larson

Fun Services 3815 S. Ashland Ave. Chicago, IL 60609 (800) 926-1223 (312) 847-2600 (800) 574-9090 FAX Contact: Jay Hoult

McNabb & Associates 121 West 27th St. New York, NY 10001 (212) 989-7877 (212) 633-1017 FAX Contact: Tom Pilecki

David Hughes Duke is a free-lance writer, musician and songwriter who lives in Atlanta, Georgia. He is president of Duke & Associates, a corporate communications firm specializing in video and film production.

Capture the Spirit of Savings in NESRA's Exhibit Ha

Look who's exhibiting* and what they offer:

104

Kona Kai Plaza Las Glorias Resort & Marina

Hotel accommodations, meeting/ banquet facilities, health spa, tennis, putting green and water sports in island resort setting.

203

Print U.S.A.

A specially designed program album for NESRA members offering wedding invitations, announcements, party invitations, personal stationery, graduation and birth announcements, anniversary announcements and other creative printed accessories including holiday greeting cards.

205

Dine-A-Mate

Premier dining, recreation and travel coupon book offering "Buy one get one free" discounts.

206

Burnes of Boston

Picture frame and photo albums.

207

Porter Wallace Corporation

Promotional merchandise for NESRA picnics, Christmas parties, blood drives, special events, meetings and company stores. Imprinted and nonimprinted items. Name brand and designer name merchandise available.

208

Risk Management Group, Ltd.

RMG is a full service commercial insurance firm providing risk analysis, insurance and loss control services. RMG provides an insurance program specifically designed for NESRA members with employee associations.

209

Century Products Co.

Century Products is the leading manufacturer of child car seats. Strollers, walkers, high chairs, playards, bath and training items, carriers and swings. We drop ship to your employee or ship direct to the corporate account.

210 & 212

Swingster Marketing

Full service apparel manufacturer: upscale jackets, golf wear, caps and fleece, "in stock" selection, in-house embroidery, silk screening and catalog design and production.

211

Best Western Plaza International and Best Western Venice Resort

Both properties provide the finest hotel accommodations in their area. Both Best Westerns are three diamond AAA-rated with heated swimming pool, outdoor whirlpool and provide the best locations to the beach or Orlando attractions.

213

Regency Cruises

Cruises.

214

Hospitality Franchise Systems

Hospitality Franchise Systems is the parent company of Ramada, Howard Johnson, Days Inn and Park Inn hotels. HFS is offering substantial discounts at all 3,000 properties across the U.S., Canada, Mexico and Europe.

215

Moscow State Ballet Nutcracker

Nutcracker tickets, Russian souvenirs, T-shirts, sweatshirts, nesting dolls and toys.

217

Borges Lamont Company

The implementation and servicing, with products and services, of full functioning premium incentive programs.

218

Outrigger Hotels Hawaii

Preferred Club Card 20 offers percent rate reduction program for hotels in Hawaii, CA, TX, NM, WY and FL.

220

United Artists Theatres

Discount movie tickets.

222

Ron Jones & Associates

"Factory direct" custom embroidered sports apparel and caps, umbrellas, Spalding Sporting goods, imprinted bags and totes, clocks and watches, decorated glassware for awards, pens, name badges, executive gifts, stock and custom stickers.

223 & 322

Qualex, Inc.

Provides full processing services, photo CD transfers and on-site processing. The exclusive provider of KODALUX processing services under license from Eastman Kodak Company.

227

Choice Hotels International

Travel and vacation directories— 10 percent discount for all members of NESRA.

228

Florida's Space Coast Office of Tourism

303 & 305

Universal Studios Florida

Universal Studios Florida FAN CLUB offered free to companies with 100 or more employees, special discounts on regular admission for family and guests. Facilities for company outings available.

304

Radisson Plaza Hotel Orlando and Radisson Inn Sanibel Gateway

Hotel services.

306

Splendid China

76-acre Chinese themepark with over 60 renowned reproductions of sights in China, live entertainment, theme parties and authentic food.

307

Universal Studios Hollywood

FAN CLUB discounts and corporate discounts are available to all companies within NESRA.

308

Tollman-Hundley Hotels-Orlando

Eight unique hotels catering to group and individual travelers. Budget, moderate and first class hotels near all major attractions. Family accommodations at affordable prices.

*List includes all exhibitors that registered prior to February 1, 1995

309

Orlando Convention & Visitors Bureau

Travel information for the Orlando area, including the Orlando Magicard discount card for NESRA-affiliated companies and their employees.

310

Sheraton Plaza Hotel at the Florida Mall

This 496-room luxury hotel in Orlando is attached to Florida's largest upscale mall. Hotel features two restaurants, lounge, pool, health center and spa. Centrally located just minutes from all of Central Florida's major attractions.

312

Holiday Inns— The Florida Collection

Hotel accommodations at seven locations in Florida offering special NESRA rates.

311

Ramada Suites at Tango Bay

Featuring 260 fully furnished two-bedroom, two bath all-suite accommodations with fully equipped kitchens. Complimentary continental

Complimentary continental breakfast daily, three pools, four whirlpools, exercise gym, paddleboats and more.

314

Twin Towers Hotel

Twin Towers Hotel at the entrance to Universal Studios offers deluxe rooms with either two queen beds or one king, 24-hour room service and deli, restaurant, jr. olympic pool, sauna, whirlpool, exercise room, children's playground and pool.

315

Vistana Resort

Vistana Resort—a fully selfcontained resort located in the heart of Central Florida. 316

Buena Vista Suites at Lake Buena Vista, FL

This all-suite resort and conference facility offers 280 two-room suites, full breakfast free, transportation to all Disney Parks free. Microwaves, refrigerator, two color TVs with remote, two telephones, coffee maker with complimentary tea and coffee furnished each day, heated pool and spa and fitness center complimentary.

321 Mate

Motel 6

Lodging hospitality.

323

Bulova Corporation

Bulova, Accutron and Caravelle by Bulova watches; customized watches and clocks for service, incentive and safety awards. 326

The Robbins Company

Dynamic awards program including karat gold and diamond jewelry, heirloom gifts and merchandise awards, quality graphics communication packages, full program administration and annual account reviews.

327

Fannie May/Fanny Farmer Candies

Employee discounts, client gifts and incentives, club and charity fundraising using the recognized name of Fannie Mayl Fanny Farmer Candies.

328

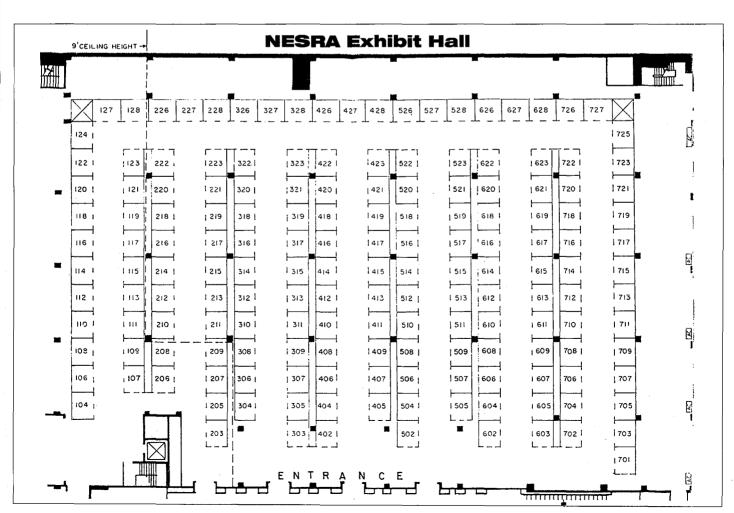
Grand Canyon Railway

Steam train ride to the Grand Canyon.

402

The Corporate Shoe

Athletic shoes and apparel.



Do Business With These and More Exhibitors at NESRA's 54th Annual Conference & Exhibit April 19-23, 1995 at The Philadelphia Marriott, Philadelphia, PA

404

Opryland USA

"Nashville on Stage," the General Jackson Showboat; Grand Ole Opry; Wildhorse Saloon; Ryman Auditorium; Opryland Themepark plus world-class accommodations at Opryland Hotel.

405

AVIA Group Int'l.

Athletic footwear.

406

Travelodge/Forte Hotels

National hotel system offering 450 locations throughout North America from comfortable inns to full service hotels. Special group rates available.

407

DM Merchandising

Fashion jewelry.

408

Claridge Casino Hotel

Casino Hotel.

409

Brunswick Recreation Centers

Largest operator of full service bowling and recreation centers in the world. Offers free bowling parties to NESRA members that wish to start employee bowling programs.

410

Global Holidays

High quality, reasonably priced tour packages to popular travel destinations. Specialists in Asia, the Caribbean and European tour programs offering 30-40 percent savings.

411

NAMCO

Toys for children's Christmas parties.

412 & 414

Gear For Sports

Complete line of high quality sportswear, embroidered or silkscreened with company name, logo, or create your own custom design.

413

Konica Quality Photo

Photofinishing.

415

Medieval Times Dinner & Tournament

Dinner attraction with knights on horseback competing in jousting matches and tournament games.

416

Business Innovations

Custom designed gifts and products

417

Hamilton Watch— Division of SMH (US), Inc.

Hamilton and Longines watches and clocks for award, incentive and recognition programs.

418

Farash & Robbins, Inc.

America's best watch program—famous national brand Quartz watches. Factory warranties included with each watch in its own presentation box.

419

Penn Graph Associates, Inc.

Graphic design, commercial printing, promotional products, direct mail and fulfillment services.

420

Fashion Accessories

Jewelry accessories, earrings, pins, bracelets, necklaces and specialty items.

421

Loews/Sony Theatres

Entertainment—Loews/Sony Theatres provides discount movie tickets for companies and organizations. 422

Sayings for You

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423

American Family Day Corporation

Coordination of games, activities, food catering and concessions for corporate open houses, picnics and anniversary celebrations. Events ranging from 500-50,000 guests. We have it all. Nationwide company. Turnkey.

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Floral Communications, Inc.

Toll-free direct connection to a delivering florist in another city.

427 & 428

Walt Disney's Magic Kingdom Club

Outdoor leisurelentertainment.

502 & 504

Frito-Lay, Inc.

Frito-Lay chips and snack foods that can be sold in employee stores and vending.

505

See's Candies

Chocolares and gift certificates at discounts for employee groups and associations and employee stores. See's also offers special programs for incentives, promotions, fund raising and mail order.

506

Peddler's Village Inc.

42-acre Colonial-style village with 70 one-of-a-kind shops, eight restaurants, museums, antique working carousel, 60-room Country Inn, annual events and award winning gardens, plus 50 acres for company picnics and private meeting and banquet accommodations. Discount programs and special group plans are available.

507

Morey's Pier & Mariner's Landing

Amusement piers and waterparks, we provide employee discounts to all of our facilities, in addition to catering company picnics.

508

San Diego Zoo and San Diego Wild Animal Park

Consignment tickets, outings, company picnics and Zoofari Club card.

509

East Coast Business Systems, Inc.

Four color printing of magazines, brochures and newsletters. Printing of business forms and stationery.
Advertising specialties, logoed merchandise.

510

Best Western International, Inc.

Accommodations, meeting and conference rooms worldwide.

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City Wide Reservations

3 day/2 night Laughlin hotel package with two-day free car rental; 3 day/2 night Las Vegas hotel package with two-day free car rental.

512

Aspen Skiing Company

Group and individual ski trips, summer vacation packages.

513

Las Vegas Convention & Visitors Authority

Provides brochures and promotional pieces and information on hotels and sightseeing.

514

J. Gabriel Food Corp.

National brand foods and nonfoods grocery related items at closeout prices. 515

Source One Mortgage Services Corporation

Discounted employee mortgage program.

516 & 518

Let's Get Organized

The beeping wallet, Pursallet, leather goods, briefcases, handbags and other accessories

517

KOA Kampgrounds™ (Kampgrounds of America, Inc.)

Campgrounds with RV and tent camping as well as Kamping Kabins. NESRA discounts are available at 11 corporately owned KOAs located in popular destination areas in Florida and on the West Coast.

519

Cruise America, Inc.

RV rental and sales.

520

Fiesta Texas

Theme Park.

521

Swissair

Travel brochures to Switzerland and other European destinations.

522

Whitewater Challengers, Inc.

Whitewater rafting—mountain biking—orienteering—teambuilding—Kayak clinics and camping.

523

The Fun Company

Company picnics, convention parties, employee events, theme parties, open houses and anniversary events.

526 & 527

Kissimmee-St. Cloud Convention & Visitors Bureau

Promotes the Kissimmee-St. Cloud Resort Area.

528

Ramada Plaza Resort Maingate at the Parkway

1.5 miles from the entrance to Walt Disney World, free-form pool with waterfalllwaterslide, heated pool, fitness center, sauna, restaurant, lounge, snack and pool bars, kids-eat-free program and meeting space.

602 & 604

Meldisco-K Mart Footwear

Footwear for the entire family.

603

Kapan-Kent Co., Inc.

Custom designed silk screened glassware, coffee mugs and beer tankards.

605

Employee Photo Service, USA/ FUJI TruColor

On-site employee film developing programs, including traditional photo specials and non-traditional specials designed to complement existing employee services and recreation activities.

606

College House, Inc.

Imprinted and embroidered sportswear.

607

La Quinta Inns

Hotel chain.

608

Aris-Isotoner, Inc.

Isotoner gloves, slippers, umbrellas and socks.

609

Oneida Silversmiths

Manufacturer of stainless steel, silverplate, goldplate and sterling flatware, cutlery, silverplate holloware and crystal.

610

Great American Products

Custom belt buckles, fine pewter keychains, picture frames, lapel pins, letter openers, pewter embellished glassware and ceramicware. Licensee of the NFL, NBA, MLB, NHL, NCAA and CBA.

611

Princess Vacations International

Air-inclusive vacation packages to the Bahamas Princess Resort and Casino on Grand Bahama Island.

612

Caesars Pocono Resorts

Getaway Club Discount Card Program—Twenty percent savings midweek and 10 percent savings on the weekend, valid on our all-inclusive vacation and honeymoon packages. The discount program is very easy to administer. Caesars prints the discount cards in the quantity requested and we also provide the brochures, clip art, posters, etc. Exclusive Club Director savings offered.

613

Dayspring Greeting Cards

Greeting cards, Christmas boxed cards, gift books, specials and everyday boxed cards.

622

Concord Camera Corp.

Standard and customized single use 35mm cameras, manual and full-featured 35mm permanent cameras, 110 format daylight and flash cameras, everyday and golf message 35mm cameras.

626

Gatorland

Attraction

627

Mears Transportation Group

Group charter service, shuttle service from Orlando Airport to hotels and attractions in Orlando. Motorcoach, town car and limousine service as well.

701

Palm Springs Aerial Tramway

Corporate discount card program that provides a discount on tram fare. The attraction is an 80-passenger tram car taking guests from 2,643 feet to 8,516 feet in 15 minutes.

702

Whirley Industries, Incorporated

Custom imprinted thermo mugs and sport bottles used for incentives, recognition, safety programs, marketing, special events, in-house refill programs, and store sales.

703

Amateur Athletic Union

Founded in 1888, AAU is the largest volunteer organization in the U.S. dedicated to the development of amateur sports and physical fitness programs. NESRA and the AAU have formed an alliance that will create more opportunities for corporate-level athletic competition.

704

Jack McCormack Travel

Discounted travel and leisure packages.

705

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Discount printing service offering wedding stationery, social announcements and holiday greeting cards.

713 & 715

Anheuser-Busch Theme Parks

NESRA discounts at Sea World parks in Orlando, FL; San Diego, CA; Aurora, OH and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia; water parks Adventure Island in Tampa, Water Country USA in Williamsburg and Cypress Gardens in Winter Haven, FL.

722

Armitron Corporation

Looney Tunes and all sport watches.

723

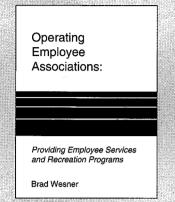
J. R. Specialties, Inc.

Company store catalogs.



Operating Employee Associations:

Providing Employee Services and Recreation Programs



Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

Key topics include:

- History and philosophy of employee associations
- Dealing with tasks: business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
- Dealing with people: Stakeholders, programmers, public relations/ marketing, communication, self-management
- Samples of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

Whether you have an existing employee recreation association or are looking to start one, **this book is a must!**

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Boost Morale with an Employee Talent Show

by Karen G. Beagley

ant to have fun. share some entertainment and talent, while increasing employee morale? Have a talent contest. Donna Frost, human resource manager, The Broadmoor Hotel, Colorado Springs, CO, put together a talent contest for employees in about a month and a half. "If you can give yourself more time, take it, but whatever amount of time you have, you'll need lots of volunteers," said Donna.

A talent contest is where selected talent (through auditions) is invited to perform during one evening for prizes.

Donna offers some tips and suggestions when putting your talent contest together. Her first suggestion is to recruit as many volunteers as possible with all types of experience. You'll need volunteers to help publicize the contest, take audition appointments and lend a hand at auditions, dress rehearsal and the night of the show. The volunteers will include judges for the auditions and the talent contest.

■ Set a date that is the most convenient for a large percentage of your employees. Donna chose a Tuesday night, since many of her employees are busiest at the hotel during weekends. Hold the event in the company's cafeteria, or a local school's gymnasium or anywhere you can have a make-shift stage and seats.

Pick a time and limit the amount of talent acts to comfortably fill that time. A suggestion would be 7 - 9 p.m. with an intermission halfway through the contest.

Consider selling or giving away food and beverages before the show. Donna had local vendors donate food and beverages to be served before the show. "We wanted it to be a family-fun night out. We served finger foods and soft drinks and also had a cash bar." said Donna.

■ Call local merchants for prize donations. Donna's grand prize was \$1,000 donated by the Broadmoor Hotel, Second prize was a donated word processor and third prize was a barter Donna conducted with another hotel. Donna traded the other hotel free nights so she could give away a stay at a different hotel. "We gave away \$1,000 but everyone doesn't have to be as elaborate. Five hundred dollars would be a lot of money to give

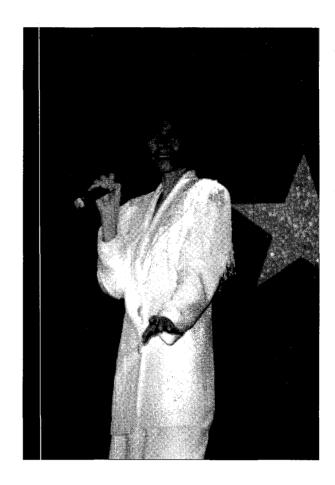


away and for the talent to win," commented Donna.

- Call local business people to be judges the night of the talent contest. Donna advised against using employees to judge each other because of any trouble that could arise. Donna used all local people: radio station programming director, performer, producer at a dinner theater and manager of a radio station. You can use employees to help you judge the auditions of which act will be invited to the contest.
- Publicize the event. Put up flyers, advertise in your company newsletter, use electronic mail and payroll stuffers. State the talent contest, the nights of the auditions, where to call for audition times, the date and time of the contest, where to call for tickets and what the prizes will be. Play up the awards big! Let people know this will be a fun evening of seeing each other's talent. Also include what types of entertainment are appropriate.
- Schedule audition times.

 Donna's office took





appointments for three different audition times during three days. She staggered the times to accommodate all the hotel's shifts. She scheduled the auditions every 10 minutes and stressed to the callers that whatever they performed at the audition they would also perform the

night of the contest.

"I had to turn some talent down before the audition because I felt it wasn't appropriate," explained Donna.

"I'd also recommend pre-approving the talent's wardrobe so you don't get any surprises."

The talent should bring whatever props and equipment s/he will need the night of the show to the audition so you can evaluate what will be needed for the show.

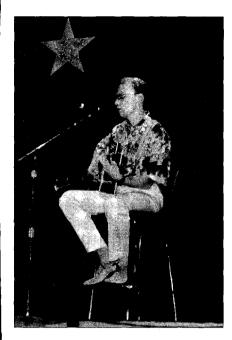
Try to schedule acts that will need a lot of prep work together so you don't keep holding the audience up with set-up times.

Schedule

Give each of the evaluators a printout of the talent's name, act and the individual's department.

After the audition, call the talent that has been selected and also the talent that has not been selected.

■ Develop a program. When talent has been selected and confirmed, consider putting together a program. Donna made one up on her computer and ran off copies. "It doesn't matter how elaborate it is, just so it



looks nice. I listed the master of ceremonies, the judges and the talent and act. I made sure each of the talent received a copy," Donna said.

- Conduct a dress rehearsal.

 The night before the contest, go through lighting, props and stage cues with your volunteers. This is the chance for everyone to know what will be going on.
- The talent contest. Donna gave away tickets for the event but employees had to get a ticket so she could estimate how many would attend. Each employee was allowed to bring a guest and talent could bring as many people as they wanted to. You can even sell tickets to the event.
- Recruit a master of ceremonies. Request the talent fill out a short questionnaire before the event so the MC can adequately introduce them. Ask them questions such as how long they have been

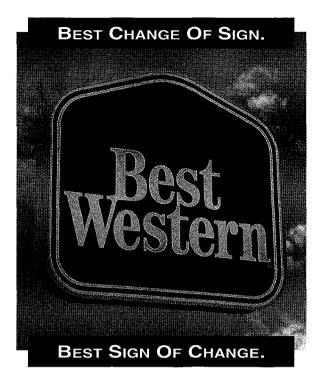
performing and what they will do with the \$1,000 if they win. You can start the evening off by introducing the MC and welcoming and thanking everyone.

- Stagger the acts.
 Avoid having all the singers together.
- Give each judge a rating sheet for each talent. The sheet could list the performer's name and act and rate on appearance, poise,

presentation, audience participation, vocal and instrumental act quality, level of difficulty and orginality. Let the show begin!
Schedule your intermission halfway through the show.
Announce the winners at the end.

"Our event was so much fun. And it was such an employee morale booster. It gave employees a chance to see each other in a different light and to gain a respect for each other's talent," concluded Donna. "We had a housekeeper who sang and had such a beautiful voice. All these years her fellow employees never even knew she could sing. It created such a family feeling that we are going to make it an annual event."





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Ambitious Person
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Need to Boost Your Energy?

Looking for Fresh Ideas for Employee Programs?

Want to SaveTime and Money?

Register Today for NESRA's 54th Annual Conference and Exhibit

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You'll Learn How to Save Time, Money and How to



Complete the registration form on page 5 and mail it to NESRA Headquarters to register.

Please, Take it Personally

You are always focusing on offering services to help employees balance work and personal life but how are you doing with your own balancing act?

Michael P. Scott offers some guidelines you can use for yourself. Scott will be a general session speaker at NESRA's 54th Annual Conference and Exhibit who will address "Success Strategies For Ambitious People Who Are Asleep At the Wheel," just one of many sessions that will offer career and personal development skills.

oday's employee services professional is faced with issues that were rare 20 years ago...childcare/elder care issues, increasing job stress and long work days...just to name a few. Human resources, by its very nature, is a profession that can put a tremendous amount of strain on our personal and professional lives.

The increased complexity of HR activities over the last several years has created a situation where employee services professionals are being asked to wear numerous hats...wellness expert, volunteer leader, meeting planner and event coordinator. When we are hit with these multiple demands,

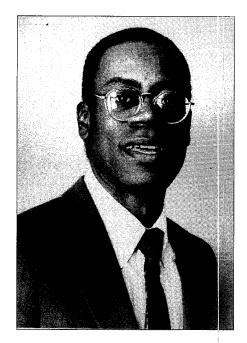
in line with our other life priorities, we begin to feel that our life is out of control.

The following trends, outlined in a study by the Work and Family Institute in New York, addresses many of the challenges we are facing:

More and more workers are willing to sacrifice money and advancement in order to gain control over their jobs and schedules.

Seven percent, or one in 14 working Americans, care for an elderly relative or friend. Within the next five years, this figure will increase to 18 percent.

Forty percent of all workers surveyed said they had left housework undone because of their jobs. Twenty-four percent said they had no time for family life. by Michael P. Scott



Let's explore some steps we can take to reduce stress,

manage our time more efficiently, and bring our professional lives in balance with our other priorities.

What Can We Do?

Let's explore some steps we can take to reduce stress, manage our time more efficiently, and bring our professional lives in balance with our other priorities:

1. Re-examine Your Core Purpose in Life.

When individuals begin to experience burnout, they're often motivated to reexamine their lives. Many come to the painful awareness that there are many neglected areas. Before you burnout, ask yourself, "Am I acknowledging my needs?" If so, what are you doing to fulfill them?

During this time of unprecedented change in our lives, I believe that it's imperative for us to rediscover our core purpose in life. As you do this, be as compassionate and loving to yourself as you are to others in your life. Make sure your needs are met. Many of us are "called" to the business of human resources. Continually ask yourself, "Is this profession a passion or is it just another job?"

2. Prioritize and Just Say "No."

Many of us live hamster-like lives. We run faster and faster on the wheel of life trying to be all things to all people and don't know how to get off. When we cram too much into our daily routine, we set up unrealistic expectations that create stress.

As you know, stress can have a negative effect on health and well-being. Studies by the American Academy of Family Physicians estimates that two-thirds of all visits to the family doctor are the result of stress-related symptoms.

This study also names Monday as the most stressful day of the week for one out of four individuals. In fact, the majority of heart attacks occur on Monday morning at eight o'clock.

So, how do we establish a sense of control in our life? Stephen Covey, coauthor of the best-selling book *First Things First*, suggests we break out of the urgency mold and focus on what's truly important. List the seven or eight critical things you would like to accomplish each day. Discipline yourself to set goals each week that are in line with your personal mission, values and vision. Make sure your daily activities' list is consistent with these factors. Cut down on outside commitments, particularly on weekends. Learn to just say no!

3. Get help.

Explore ways to make your life a bit easier. Get a beeper if you want to be sure your baby-sitter or childcare center has access to you throughout the day. Consider hiring a housekeeper if your house needs one. Seek a home health aide if you're responsible for the needs of an elderly person. Recognize the fact that you just can't handle it all. Make the commitment to resign as "Captain of the Universe."

Re-discover the job of having fun.

What one thing have you been neglecting because you keep telling yourself you're too busy? Is it a weekend shopping spree with friends...playing golf with your buddies...a ski trip with the family...or maybe just a quiet evening spent at home with a book in front of the fire? Whatever it is, don't put it off another day! The conventional workplace of the '90s displays a serious mood. This mood often spills over into our personal lives and becomes a prescription for unhappiness. Don't let this happen to you!

Ann McGee-Cooper, in her book You Don't Have To Go Home From Work Exhausted, exhorts us to rediscover the kid within us. Budget time to do things you enjoy. Do something fun every hour during the work day. Encourage laughter in your life...it creates a different kind of hormonal chemistry in our bodies that opens the brain and releases our creative energy.

Make the Commitment

Bill Cosby once remarked, "I don't know the key to success but the key to failure is trying to please everybody." Are you committed to trying to balance your life? It won't happen automatically. Schedule time for family, fun, and fantastic adventures so these priorities won't get thrown by the wayside.

We tend to think that things will be different after...after this work project...after the holidays...after I get a raise. They will only be different if we are committed to making them different. Change always comes from inside...not outside. Make the commitment today to be the person you want to be and have the life you deserve!

Michael P. Scott is the managing partner for Empowerment Unlimited Inc., Lombard, IL, an organization dedicated to helping people discover their greatness.



Providing Motivation: The Presidential Sports Award

by Tom Leix



v

National

Employee

Health and

Fitness Day

is an ideal

opportunity

to kick off

your

company's

OWn

Presidential

Sports

Award.

s more employers promote wellness to cut rising medical costs, comprehensive wellness programs are viewed as an inexpensive way to keep people healthy, happy and more productive.

But, simply offering a program isn't enough if employees aren't motivated to participate. That's where the Presidential Sports Award (PSA) program can help.

The Presidential Sports Award program was developed in 1972 by the President's Council on Physical Fitness and Sports as a means to motivate Americans to exercise on a consistent, long-term basis. The goal of the program is to encourage regular physical activity throughout life. The program is administered by the Amateur Athletic Union (AAU).

The PSA program can be used as a standalone fitness program, or can be incorporated into any existing wellness program. Earning an award is based on participation, not competition. And, the program offers two very important aspects to anyone wanting to improve their level of fitness: motivation and reward.

Participants in the program can choose to earn an award in any of 67 different sports and fitness activities ranging from aerobic dance to wrestling. The criteria to earn an award is set up to be fulfilled over a fourmonth period with the expectation that the participant will begin to enjoy an improved level of fitness and build the activities into his/ her daily routine. The reward for those who successfully complete the requirements, in addition to improved health and fitness, includes a personalized certificate of achievement from President Clinton, a letter of congratulations from President's Council co-chairs Florence Griffith-Joyner and Tom McMillen, an embroidered emblem and other items.

The Dow Chemical Company, headquartered in Midland, MI, has offered the Presidential Sports Award program to its employees for the past eight years. According to Dena Hofer of Dow's Health Promotion Resource Center, the PSA has been a total success.

"We have found that the core PSA program is very user-friendly," said Hofer. "It is well-designed, easy to implement and adaptable to meet our needs. Some twists we have added to the program include a team component and a modified kid's program. We also give it a new look each year with a logo, promotional materials and incentives."

Hofer said that the greatest selling point of the PSA program is that, unlike other programs, participants can try just about any activity.

"The PSA promotes trying new activities and/or participating in old favorites. This provides a welcome change from the typical walk/run activity program.

"The success of the program is seen in more than our high participation rates," said Hofer. "At one point, team competition was discontinued because people were so enthused that they 'stacked' their teams. A more favorable example came last year. Due to a packed year of programs, we chose not to run PSA as a company. Employees were so disappointed that they developed their own form, put some teams together and ran their own 'PSA.' Needless to say, PSA is on schedule this year and already has our employees, retirees, spouses and dependents running, skiing and in-line skating their way to another successful program."

Metropolitan Life Insurance Company, based in New York City, has used the PSA in conjunction with other wellness activities nationwide since 1992. Jeff Angerer, MetLife senior communications consultant, said that the insurance company realizes that by promoting safety and healthy behaviors, employees and their families can avoid some illnesses and accidents that cause medical care costs to continually rise.

"Each employee and one of their dependents can complete a PSA fitness category and receive a \$25 dividend toward the cost of the company health benefits (\$50 maximum per family)," said Angerer. "An average of 3,000 employees and dependents a year complete their fitness activities and receive the 'Wellness Dividend.' Claims statistics show that individuals and families that participate in the PSA have generally lower annual health care expenditures."

Participants in the PSA program begin by selecting one or more of the 67 categories in which they choose to earn an award. They then log their activity over the four-month period according to the requirements provided as part of the program.

For example, an individual participating in the Fitness Walking category is required to walk a minimum of 125 miles with no more than 2-1/2 miles credited to the total per day. Each walk must be continuous, without pauses for rest and the pace must be at least 4 miles per hour (15 minutes per mile). As a result, an individual earning the Fitness Walking award must walk on a minimum of 50 separate days over the four-month period, which builds consistency into their exercise program.

Some companies offer the PSA program to their employees by simply distributing the program brochures. Each individual employee is then responsible for logging their activity and sending for their award when they have met the requirements. Dow Chemical, however, manages the program for its employees and organizes a "team" concept in which groups of employees compete against others in earning their awards. MetLife offers it as part of its flexible benefits program. Other successful strategies to promote the program include:

- **1.** Encourage individuals to select the same activity and work together toward fulfilling the criteria. Peer groups encourage participants who might not choose to participate by themselves.
- 2. Get management or office-holders involved, perhaps challenging individuals to match or surpass them in earning awards.
- **3.** Use gifts—tickets to a ballgame, a complimentary "healthy" snack at your

cafeteria, a complimentary health club pass, etc.—to reward those who have passed the quarter or halfway point to earning an award.

4. Recognize those who have earned awards through newsletters, announcements, pictures, press releases, an awards luncheon, etc.

During 1994, over 22,000 participants earned awards through the program. The most popular category, Sports/Fitness, is a "catchall" category for those who participate in a wide range of activities. Other popular categories include: Tae Kwon Do, Aerobic Dance, Fitness Walking, Karate, Martial Arts, Weight Training, Swimming, Cross Training, Running, Bicycling, Dance, Soccer, Basketball and Baseball. Family members who earn awards also receive a separate "Family Fitness" chevron.

Program information and brochures for up to 100 participants are available from the AAU, P.O. Box 68207, Indianapolis, IN 46268 (317) 872-2900.

Tom Leix is the director of special projects for the Amateur Athletic Union (AAU) Indianapolis, Indiana.



Getting Them In the Door

by Cynthia Helson

Trv these

suggestions

for

increasing

traffic in your

store.

ne of our employee store managers asked me to publish an article offering suggestions on how to get employees into an employee store. Increased traffic leads to increased sales but sometimes, it's just difficult to attract employees to cross the threshold. Well in response to her request, I've compiled suggestions on how to lure employees into your store where you can dazzle them with your displays and sell them your merchandise.

Many of our members have found that to increase traffic, you must offer services they need. Your employees should depend on your store for routine services—services that create repeat business. These services can involve both a "drop off" visit and a "pickup" visit or they can simply require a "pickup" visit for products/services used for routine tasks. Remember your goal is to get employees into your store, but you can also create a dependence for your services and a convenience for usage. Here are some examples of what NESRA members are using:

Photofinishing
Dry cleaning
Stamp purchases
Shoe repair
Jewelry repair
Sign-ups for employee programs
Discount ticket packets
Food-to-go: take home meals
Business card ordering
Utility bill payment center
Key making
Distribute bus/train tokens

You can also sell products employees use on a daily basis:

Snack foods
Candy/gum
Pantyhose/nylons
Install a microwave and sell frozen
foods employees can heat at the store.

Appeal to Their Senses and Their Desire to Win

Just as you appeal to their need for food, you can also appeal to other senses to get employees inside:

The smell of fresh popped popcorn
The aroma of hot apple cider
A warm, country smell of potpourri
Smell of fresh flowers on Sweetest Day,
Secretaries' Day and in the Springtime.

Always use displays and excellent merchandising to draw employees inside the store.

Appeal to employees' eagerness to win something by holding a drawing. Promote the drawing throughout the company. Make the prize something that would be desired and valued by most employees. Then, require employees to drop off their entry in the store. This should bring quite a few employees to your store and if the prize is appealing enough. it should attract your nontraditional customers as well as your regulars. To create additional excitement and to draw a crowd to your buying center, you can announce that you'll draw the winner during the store's operating hours. Announce the date and time of the big drawing and give them an additional reason to come. Consider timing the premiere of a new product for that day or a percentage off a certain item. Somehow team-up a promotion to the drawing.

Also consider games such as guess how many beans are in a jar or other guessing games to keep customers alert. Use mystery when you can. Hype a "special guest" or a "free gift" to pique employees' curiosities.

Create Special Events

In the last issue of this magazine, we mentioned Nationwide's "tradition" of having an "Open House" the first Monday in November when it premieres its holiday display. If it's not for the holidays, maybe it's a company anniversary or some other occasion. Use the occasion to create a tradition of special products, displays and savings for your employees to anticipate.

- If your company is unveiling a new product, feature it in your store and create a grand celebration.
- Celebrate the beginning of a new sports season—or the end of a sports strike. Get local sports players to come on-site to sign autographs. Offer a percentage off your sports-related items.
- Hold special supplier sales. Allow outside suppliers to come and sell their merchandise either right in front of your store or inside the store
- Celebrate the anniversary of your store's opening.

You can use these occasions to create excitement about what's in your store.

Conclusion

Keep in mind what appeals to your employees. If they like to solve puzzles—offer puzzle-solving contests for them. If they give blood often, present donors a coupon for 10 percent off their purchase or for a free greeting card. If they like to take pictures, hold a photo contest and display the winners in the store. Research what they like and what they will come to see, use or smell. Then you'll be able to find out more about what they like to buy.

Looking for more employee programs and more discounts?

NESRA's Exhibit Hall is expected to sell out to suppliers wanting to serve you.

Plan to attend NESRA's 54th Annual Conference and Exhibit, April 19-23, 1995 at the Philadelphia Marriott in Philadelphia, PA. We've enclosed a registration form for you on page 5.



Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

▼ Armitron

1101 Smoke Burr Dr. Westerville, OH 43081 (614) 890-3053 (614) 890-6181 FAX Contact: Bill Timmins

Armitron—America's watch, offers men's and ladies' fashion and sport watches, Looney Tunes, Snoopy and Garfield watches as well as Anne Klein designer watches.

▼ Holiday Inn Main Gate East

5678 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34746 (407) 396-4488 (407) 396-8915 FAX Contact: Terry McDonald

Family fun resort, minutes from Disney. Rooms include microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. State licensed childcare at "Camp Holiday" from 2-10 p.m., ages 3-12 and kids eat free program for ages 12 and under.

V Kraft Packaging Corporation

91 Ruckman Rd. Closter, NJ 07624 (800) 666-9727 (201) 768-9663 FAX Contact: John Blankinship

Kraft Packaging is your source for beautiful giftwraps and holiday items. Indulge your employees with quality and designs that are not available retail. Holiday and all-occasion catalogs are offered. Great fundraising program or discount purchase benefit. Free individual packing. All products discounted 40-60 percent off comparable retail. Call for free catalog.

Swingster Marketing

10450 Holmes Rd. Kansas City, MO 64131 (816) 943-5106 (816) 943-5190 FAX Contact: Nelson Nast

Swingster is a full-service apparel manufacturer as well as a "top 10" advertising specialties distributor. Upscale jackets, golfwear, caps and fleece are all included in "in-stock" selection. In-house embroidery, silk-screening and catalog design and production.

Wildwater Expeditions Unlimited, Inc.

P.O. Box 155
Lansing, WV 25862
(304) 658-4007
(304) 658-4008 FAX
Contact: K. Christopher
Dragan

Established in 1968, Wildwater Expeditions has been providing fun and adventure with recreational rafting expeditions, kayak instruction and introductory rock climbing for groups or individuals. We also provide corporate team building for the progressive companies of the 90s.

Update your '95 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:

- National Rifle Association (Sporting Goods) new contact: Mitzi Bosco
- Discovery Zone (family) new contact: Rima Imburgia
- Greatways, Inc. (in January B.G. Update) new contact: David Friedman
- Best Western Int'l. (hotels) new contact: Carolee Fulks
- Destination North America (hotels) **new address:** 1401 Carlsbad Ct., Ste. 1, Lake Havasu City, AZ 86406, (602) 680-1960, FAX (602) 680-1961
- Beck Summit Hotel Management Group (hotels) new address: 1950 Glades Rd. in Boca Raton, FL 33431
- Executive Color Studios (specialty services) new address and contact: P.O. 2258, Collegedale, TN 37315-2258, East of Mississippi (800) 826-2735 Contact: Mike Haughee; West of Mississippi (800) 227-5664, Linda Ordway
- Grand Canyon Railway (family) new address and contact: 123 N. San Francisco, Ste. 210, Flagstaff, AZ 86001, (602) 773-1976, FAX: (602) 773-1610, Contact: Taun Demey

ew products

V Life Schedules Made Easier

The Work and Home Planner is a wall calendar designed to help organize work and home schedules. The calendar comes packaged with eight color-coded, movable stickers for events such as work, travel, vacation, dentist, exercise, or after school activities. There is room to write in a specific time or location for each activity.

Each member of the household chooses a sticker color and then uses those stickers to indicate his or her schedule on the calendar so an entire family's schedule can be read at a glance.

Colorful illustrations offer useful information on time management, juggling work and family duties, nutrition and elder care.

For more information, contact Work & Home Solutions, 304 Newbury St., Suite 324, Boston, MA 02115-2832, (800) 747-8762, (617) 536-7752, FAX (617) 536-3512.

V Fitness Guide Offers Motivation

The Nolan Ryan Fitness Guide is a comprehensive, easy-to-read guide of the fitness principles and practices that Nolan Ryan used in his record-breaking career as a power pitcher. The guide was written in conjunction with cardiologist and fitness expert Dr. James Rippe and produced in collaboration

with the President's Council on Physical Fitness and Sports.

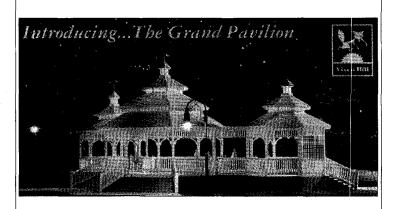
For details, contact The Advil^R Forum on Health EducationTM, 1500 Broadway, 25th floor, New York, NY 10036, Attn: Nolan Ryan Fitness Guide.

AIDS/HIV Fact Sheet

n eight-page "AIDS/ HIV in the Workplace: A Fact Sheet for Employees," provides employees with information on what AIDS and HIV are: how HIV is and is not transmitted; AIDS/HIV and the Rehabilitation Act, ADA, and Family and Medical Leave Act; effects of AIDS/HIV on compensation and benefits; HIV and pre-employment medical testing; confidentiality of medical records; how to deal with co-workers with AIDS/HIV and more.

The 8 1/2" x 11" fact sheet is a discreet and costeffective way for employers to provide employees with accurate medical and legal facts, about AIDS/HIV and workplace issues.

For more information, contact The Bureau of National Affairs, Inc., BNA Books, P.O. Box 6036, Rockville, MD 20850-9914, (800) 372-1033, FAX (800) 253-0332.



Add A Pavilion With Ease

he Grand Pavilion is three stories high, 100 feet from end to end, 1,400 square foot under the roof. It is a solution to having a concert stage, open-air dining or dancing area, theme park entrance/ ticketing/traffic flow regulator, VIP viewing platform, formal reception facility, marketplace, or major focus of a park or garden. Assembly requires 120 man-hours by non-carpenters.

Other pavilion models are also available such as the Baby Grand and the Garden House, which allows for interchangeable inserts offering uses such as information kiosks, guard stations, meeting points, or display buildings for items of public interest and a line of Gazebos.

For more information, contact Vixen Hill, Main Street, Elverson, PA 19520, (800) 423-2766, (610) 286-0909, FAX (610) 286-2099.

V Recreational Facilities' Products

R ubber products are available for aerobic flooring (interlocking tiles), weightroom flooring (colors and black), Bounce BackTM (playground surfacing), golf (turf and protective mats), and track and field, (rubber runways).

For more information, contact RB Rubber Products Inc., 904 E. 10th Ave., McMinnville, OR 97128, (800) 525-5530, (503) 472-4691, FAX (503) 434-4455.



(Continued from page 40)

fun. During our blood drives we fill the waiting areas with balloons and provide snacks and a "thank you" gift for all who donate. Our charity drive runs for two weeks and we have daily prize drawings, super prizes, and a wonderful wrap-up party for all who help. Without these volunteers, the job couldn't be done.

Employee Activities launched a new program—an Employee Store. Remember, you are only as good as your programs. It is up to you to find new ways to turn your area into a revenue producer—you must do it yourself. Don't be afraid to take a chance and

don't forget to have fun while you do it. Your most valuable outside resource is NESRA. Become involved in your local chapter, join a committee and attend the national conference. Whatever problem you are facing in the employee services area, someone in NESRA has already faced it and solved it. Our associate members are some of the very best in their fields and they will help you to work within your existing budget.

Whatever you do in your position, the bottom line is have fun and never compromise your credibility.

Free Facts

For more information on the products/services advertised in this magazine, call or fax your request for more details.

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Resourcefulness is Key for a One-Person Staff



Joyce

Caldron,

manager of

activities, at

The New York

Times, tells of

the range of

her duties

and her

success

strategies.

employee

uring this time when companies are tightening their belts, and downsizing and reengineering are the buzzwords of the day, employee services and recreation are more important than ever before. I'm fortunate to be a part of The New York Times, an organization that values its employees and realizes that in this business economy, it's the employee who feels empowered, and is treated fairly, who will make the effort to go that extra mile to achieve the business objective. The commitment to

employee services and morale by management is a vital part of a successful company.

As the manager of employee activities, I'm responsible for planning and executing two blood drives a year, both at our main offices at 43rd Street in Manhattan, and our plant in Edison, NJ, and our Employees' Charity Drive, which I run for the newspaper and coordinate for our affiliates within the tristate area. Our 30-Year Club dinner/dance is also my responsibility. Of the over 1,200 members, more than 500 are active employees and once you become a member, you remain part of this group for life. We hold the dinner/ dance at a major New York hotel each year and it is quite an event. Formal invitations and response cards are sent to all members and the dinner is served buffet style so everyone has an opportunity to socialize with their friends. The highlight of the evening is the dessert, which is served by the waiters to all the guests.

Under the umbrella of T.R.A.I.N. (Times Recreation Association in New York and New Jersey) are 37 company-subsidized employee clubs to which I am the advisor. These clubs include golf, running, volleyball, softball, ski, etc., and some which are not as

well known such as Headliners, which is an inhouse Toastmaster group; T'ai Chi', an exercise group; our Chess Club; Concert and Drama Clubs, which perform for our employees; Calligraphy; and the Employees' Annual Arts/Crafts Show. Another of my responsibilities is the administration of our Idea Award Program (which we are in the process of changing from an idea program to a solution program called S.T.A.R., Solutions That Are Recognized). Last, but certainly not least, I promote, compile and distribute all of the discounts, movie ticket sales, etc., to our employees.

I am also co-facilitating two human resources diversity action teams. The diversity initiative is in full swing at The Times and we have many human resources infrastructure teams working to recommend new policies and procedures to fairly accommodate our diverse population in our business, news and craft areas. The teams are comprised of people from different departments, different levels of experience and different backgrounds. The teams look at who we are, where we've been and where we're going. In addition to my facilitator duties, I am available for employee counseling. Having been in the employment, training and benefits areas before my current position, our employees continue to seek confidential counseling and advice. I also assist with interviewing both in-house and elsewhere when needed.

You might ask how large my staff is and the answer is, "I have no official staff," but I do have a company full of wonderful volunteers. The secret to being successful in your position is to be flexible, learn how to prioritize, and never be above begging for help on a volunteer basis. Our blood drives and charity drives are successful because our employees want to help. You can make even the most difficult tasks

(Continued on page 38)



The SAVE Program from Ramada® Suites at Tango Bay.

● Imagine a program that gives NESRAmember employees 25% off the published rate of Central Florida's Best Vacation Value... ANY time of year.

Imagine a company earning points for *free* incentive trips to reward their top producers.

Imagine the whole program doesn't cost that company a dime....

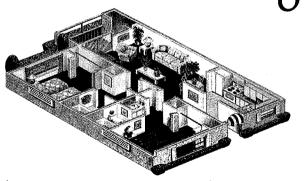
Sound too good to be true? It's at Ramada Suites at Tango Bay right now!

The SAVE program (Strategic Alliance of Valued Employees) gives NESRA-affiliated members a whopping 25% discount year round...no blackout periods. They enjoy roomy two-bedroom, two-bath suites,

plus resort-level amenities that include pools, spas, golfing, volleyball and continental breakfast. There's a children's playground & activities (courtesy of AlfieGator™, our Ambassador of fun) and of course, our location... secluded, yet moments from all the area attractions that have made Central Florida the vacation capital of the world.







So Simple, it's Brilliant!

See you in Booth 311 at the NESRA Exhibit!

And all the while, the company accrues points for *free* trips. Use these as rewards for a job well done, special perks, productivity incentives... any time you need a "suite" deal!

And the cost? Absolutely, totally free! No fees, no deposits, no coops... simply call and register your firm. Employees will be eligible to start saving on their vacation and begin earning the company points that same day!

So call now and ask about the SAVE Program for NESRA members from Ramada Suites at Tango Bay. You'll be amazed at what something suite can do!



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What Are You Doing Right?



Contents

Volume 38, Number 4 April 1995



Cover photo © 1992 Jon Feingershl The Stock Market

Departments

4 News in Brief

Get 30-80 Percent More Vacation . . . Virtual Reality Hits Theme Parks . . . Companies Promote From Within . . . Is Basketball's Boom Continuing? . . . Why Employees Don't Use It . . . Introspection Gets Attention . . . Kids Are Hazard to Older Parent

35 Health Promotion

Quaker's Integrated Approach to Health Care

By Joan Cantwell and Kathy Allen-Kahn

37 Employee Store

Building Relationships With Suppliers By Albert Maslia

- 38 Buyer's Guide Update
- 42 Ad Index
- **43** NESRA Chapters

44 Solutions in ES&R

Facilities, Funds and Outsourcing
By Arnie Rinta, CESRA

Features

6 Save Your Department Money With These Cost Cutting Ideas

Use these tips to save money on newsletters, operating costs, employee stores, discount programs and more.

9 What Are You Doing Right?

You may hear bad news more often, but there's a lot of good news among NESRA members. Read how many of you are positioning yourself for success. Focus on serving your employee customer and read how some members are marketing their services to their company. Today's climate is right for your department to seize opportunities. By Cynthia M. Helson

19 Show & Tell The Value of Your Programs

Your employee newsletter is a great place to remind employees of the programs they can use and enjoy. It's also a great media to show management how employees use your programs and how they enjoy them.

By Linda Hilliard

22 NESRA Proudly Presents Its 1995 Employer of the Year Merle Adrian

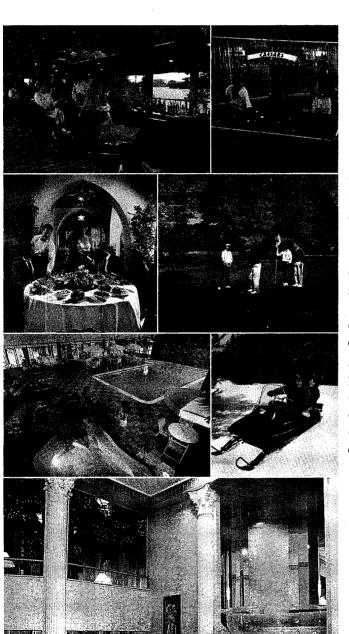
Read how Mr. Adrian motivated employees to make their company a great place to work. Also discover how he believes employee services and recreation programs can make a difference.

29 Using Surveys and Focus Groups for Best Results

Gathering data to justify your program is a must. Follow these guidelines to properly use surveys and focus groups. By Jon C. McChesney, ABD

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NEWS

IN BRIEF



Get 30-80 Percent More Vacation for Your Money

R ecreation vehicle (RV) owners save significantly on family travel, concludes a vacation cost comparison study, which found RV camping vacations the most affordable. The study shows that a family can get 30-80 percent more vacation for its money when traveling and camping in an RV.

Among the 12 different types of vacations analyzed, camping vacations using different types of RVs—folding camping trailers, truck campers, van conversions, travel trailers and motor homes—were the five most economical trips, regardless of the

distance, duration or region.

On average, RV camping vacations were found to cost about 50 percent less than driving the family car and staying in hotels, 40 percent less than traveling by bus or train and staying in a hotel or motel and 30 percent less than flying to a vacation destination and staying in a hotel. The study also found even the most expensive RV camping vacation costs about 60 percent less than flying and renting a house or condo, 70 percent less than taking a cruise and 80 percent less than an all-inclusive package vacation.

Virtual Reality Hits Theme Parks

D evelopers are hoping to get virtual reality in to new high-tech theme parks over the next few years, says *USA Today*. They want rides that put you in the cockpit of a jet fighter or show a movie through the actor's eyes.

These new theme parks will also have motion simulators, big screen theaters, restaurants and shops. Simulator rides are like movie theaters with moving seats. Attendees feel what is going on the screen.

Big screen theaters will be huge, curved screens that surround visitors, seemingly putting attendees in the action.

Theme park companies also predict that in five years, almost every major U.S. city will have one of these theme parks. There could be 100 worldwide theme parks in 3-5 years.

Companies Promote From Within

I n a recent survey of the nation's top executives, 64 percent of those polled said that companies are now

more likely to promote from within than they were three years ago, reports Officeteam.

Executives were asked, "Are companies more likely or less likely to promote from within than they were three years ago?" The results: More likely, 64 percent; less likely, 21 percent; and no change, 14 percent. This is due to the fact that managers today recognize the positive effects that promoting from within can have on productivity. When an existing employee is promoted, the learning curve for the position is minimized and morale increases as others see that hard work is rewarded.

Is Basketball's Boom Continuing?

B asketball has been growing at a rapid pace and some 42.1 million Americans aged six and over played basketball at least once in 1993, according to a survey by the Sporting Goods Manufacturers Association. This was an increase of 18 percent over the 35.7 players found in 1987.

Thanks partly to smaller

balls and height-adjustable baskets, basketball has attracted 1.6 million new players in the 6-11 age group. In 1987, 36.5 percent of kids this age played basketball. In 1993 the figure was 40.4 percent.

The number of female basketball players rose from 11 million to 12.6 million over the study period. Almost half, 47.6 percent of all girls aged 12-17 played in 1993, but female participation dips sharply after age 18.

The average days played increased from 36 in 1987 to 46 in 1993 and the number of players who said basketball was their favorite sport climbed from 6.5 million in 1987 to 8.7 million in 1993.

In 1993, there were 5.5 million first-time players, the lowest number since the study began. In 1992, the figure was 7.3 million.

Why Employees Don't Use It

A s a way to either raise morale, enhance recruiting or reduce absenteeism, many employers are providing a dependent care assistance program (DCAP) to employees.

According to the International Foundation of Employee Benefit Plans' Corporate Research Panel, 68 percent of the 219 respondents indicated the organizations they represent offer a DCAP to employees. Of those organizations offering a DCAP, almost all, 97 percent, offer a dependent

care flexible spending account (FSA), where pretax dollars are set aside to pay for dependent care expenses. The average annual salary reduction contribution to a dependent care FSA is \$2,977.

Over 34 percent of respondents said FICA and FUTA tax savings frequently or always outweigh the costs of administering their dependent care FSA.

Despite the advantages, some employees choose not to participate in dependent care FSAs for a variety of reasons. The most common reason, cited by 62 percent of the respondents, is that contributions remaining in the account at year-end are forfeited. Other reasons employees indicated they do not participate in dependent care FSAs: Employees are unable or unwilling to commit to contributions to their account in advance, 59 percent; employees are unable or unwilling to give the provider's name, address and tax identification number, 54 percent; and the federal dependent care tax credit is more desirable, 39 percent.

Introspection Gets Attention

B ecause of jobs with no security or clear career paths but with more responsibility and less certainty than ever, stressed-out managers increasingly are looking inside themselves for answers to what they really want to do, says Fortune magazine.

Spend the Summer Digging

ou can help in the excavation, surface mapping and cataloging of artifacts of 12 sites believed connected to a site occupied 9,000 years before the present, reports Lost World Trading Co. The sites represent a series of temporary camps, acorn grinding stations, lithic scatters, prehistoric rock art. and occupation areas ranging in age from the

time of European contact to the time when Native Americans were hunting now extinct camels.
Participants are urged to join for one, two, three or four weeks.
Contact Lost World Trading Co., P.O. Box 365, Oakdale, CA 95361, (209) 847-5393, FAX (209) 847-6383.

Business schools are getting in the act by requiring course work exercises in reflection. Many companies are integrating various forms of introspection training into management development programs. Companies feel that if individuals are successful at delving into their depths, those people should be better off, and the companies that employ them may gain competitive advantage.

Companies need their people to act independently, to be accountable and responsible for managing their own piece of the business. It takes reflection to accomplish that successfully.

Change is personal. Organizational change begins with leaders who walk the talk by transforming themselves.

Kids are Hazard to Older Parent

O lder parents are feeling the health hazards of having children, reports *The Wall Street Journal*. Bad backs can be blamed on child rearing, colds are more abundant from catching them from children, and aching bones from running to keep up with your children.

Older parents have already developed chronic conditions and are more susceptible to strains, pulls and bruises. Older parents may not realize their own limitations and that is one way to get hurt.

A lot of older parents are more psychologically sophisticated, but their bodies just don't go along with those plans.

Save Your Department Money With These Cost Cutting Ideas

by Cynthia M. Helson, editor

▼

Fellow

NESRA

members tell

how they cut

costs.

J. D. Smith

Manager of Lockheed Employees Association, Ft. Worth, TX

Newsletters

"In our program brochure that promotes our different activities and services, etc., we discovered three spaces to mention the services of a nearby credit union, where we had an existing relationship. We offered to mention its name and services if it agreed to pay for the cost of printing the brochures. We saved over \$1,600."

"We wanted to break-even publishing our employee newsletter so we sold classified ads to businesses. We go beyond breaking even and make a profit each year."

"Always get competitive bids on products and services. Then keep an eye on your costs throughout the year to be sure they are not steadily increasing."

Operating Costs

"If you have recreation facilities, consult with your utility companies to see how you can lower your rates. We discovered that if we controlled our usage during the summer months by turning on our outside lights no earlier than 9 p.m. that we could save all year long. We asked for help from our electric company's customer service department and since then the rep has called with other saving suggestions."

"On our recreation property we filed for a Deed Restriction, which is an agreement that we will use the property only for recreational purposes. Doing this will give us a lower tax rate and save us tens of thousands of dollars. We signed a 10-year Deed Restriction."

"We also hired a property tax consultant to fight for lower taxes on our recreation property. The cost for the consultant has been minimal compared to how much we saved."

Judy Jourdan

Administrator of employee services and recreation, Rockwell International, Cedar Rapids, IA

Employee Store and Discount Programs

"To cut down on the expense of having large amounts of stock for our employee store, we now practice 'just in time inventory.' The staff plans their orders to keep just enough inventory without running out and without having to pay additional freight to get it here."

"Over the past three years, we've increased our consignment program from 40-60 percent."

Alma-jean Marion

Program manager of employee services at the University of Washington Medical Center in Seattle, WA

The Big Picture

"Examine all the processes that you do. Clearly identify who your customers and suppliers are for each process. Make sure your processes are directly related to serving your customer. Eliminate duplication, and don't do things the same just because that's how you've always done them." "Build, strengthen and recognize volunteerism. Those who want to volunteer are motivated, but they need to be recognized. We need volunteers—our programs depend on them. We certainly couldn't pay for all they do."

"Continue to improve computer systems. In the long run this will save us time and money. We'll be able to cut back on paper and manual labor, freeing up individuals to provide more customer services."

Mick Johnson

Personnel, Stone Container Corporation, Minneapolis, MN

Discount Promotions

"Instead of using paycheck stuffers, which we found to be costly and time consuming, we developed booklets listing all available discounts. We hang a booklet on each of our three bulletin boards. We update the necessary pages in the booklet weekly."

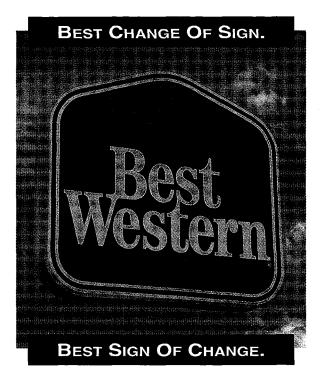
Joe Hauglie, CESRA

Employee services advisor, Computing Devices International, Bloomington, MN

Staff Participation

"Identify who your customer is in each process and make sure your processes are directly related to serving your customer."

"In the past, we got all staff people involved in the budget. Everyone knew what costs were and looked for ways to cut costs. They reduced costs so much, the staff had enough money to take a boat ride to celebrate."



When it comes time to plan a trip for your group, there's one certain sign of success. Best Western. Our new sign is just a symbol of the many exciting changes happening at Best Western.

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Support Your Team, Without Taking A Loss.

The benefits that employee associations provide through sports activities and social and cultural events have long been recognized. Many major corporations appreciate the value of employee associations in managing stress, enhancing teamwork and attracting and retaining high level employees.

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What Are You Doing Right?

You're positioning yourself for success! You're listening to what employees really want and you're giving it to them.

You're thinking like an owner of a business that provides employee services. These are just some of the opportunities you are seizing and the impact of your actions is reaching far more people than ever before.

by Cynthia M. Helson, editor

hile you are doing a variety of things to achieve success, most of you are focusing on the customer. You are going back to evaluate each practice you do to identify your customer. Then, you're eliminating any unnecessary steps that don't benefit him/her.

Many of you have realized that your customer is not only the employee who uses your services but that you have other customers as well—your company management and lateral departments within your company.

Serving Employee Customers

First, let's see how you are paying close attention to employees. You are establishing much more of a relationship with your employees. Yes, you've identified them as your customer. You've taken great pains to learn more about them. By studying the demographics of your employees, you've learned more about their age, where they live, how many children they have, whether or not they care for an elderly family member and

whether they prefer to eat hot dogs, chili or chicken at a picnic.

But this relationship continues to grow because you are listening to them more. You're' not only listening, but you are letting them know you care about what they want. There has been an increase in the number of surveys ES&R managers distribute and collect—from full-blown Needs Assessment Surveys to evaluation forms for specific activities to customer service surveys in employee stores. But more than this, you're sitting down with groups of employees to get their first-hand response to your services. The emerging popularity of focus groups is proof that the relationship between you and your employee customers is alive. Your role is changing and adjusting to the changing needs of your customers. I've heard one of you say, "My employee population is aging and making more money. Instead of filling requests for theme park tickets and rock concerts, I'm getting more requests for Symphony and Broadway Show tickets." And NESRA Past

President Ralph Ferrara, CESRA, General Mills, Minneapolis, MN recognizes that his employees are tending to be younger and are looking for rock concert tickets and more young family activities. You are identifying changing demographics and you are listening to what employees want from you. Your role is changing and you're adjusting to the needs of your customers.

In talking with many of you I find that you value your ability to listen to both

the positive and negative feedback. You say you've developed a great sense of humor through this practice and you count on your sense of humor throughout your job.

You are understanding that your perception of what employees need can be very different from what they actually want. You're also seeing that what employees say they need today may not be the same thing they wanted yesterday. Your employees' needs are changing because your corporate culture is changing, their families are changing and they themselves are going through different life cycles.

While your group of employees will have its own formula of challenges, you are well aware of the common challenges facing employees across the country.

- Increased stress
- Time constraints to get the job done
- Time constraints to be with those they love
- Time constraints to enjoy themselves
- Uncertainty of their jobs
- Training in technology
- Low morale
- Health/Fitness concerns
- Dual-career couples
- Tight financial resources
- Diversity
- Doing 2 or 3 jobs instead of one
- Learning to work in teams
- Coping with change

Chart A on page 11, shows how employee services and recreation programs address these issues. "Employee services programs speed up the maturity of a group and give it direction to work together," says Brenda Robbins, CESRA, executive secretary of Research Recreation Association at Southwest Research Institute, San Antonio, TX.

You've added emphasis on the convenience of your services while maintaining high standards of quality. New employee stores continue to pop up in organizations across the country as more of you respond to employees' requests for onsite shopping and convenient services. In addition to selling greeting cards, gifts, logo items, company products and snacks, many of you have also added take home food, dry cleaning and shoe repair services, jewelry repair, utility bill payment centers, shoe shines, invitation printing, photofinishing, gift wrap, floral service and much, much more. At General Mills, employees can even rent one of 12 starter sets of golf clubs.

Electronic mail has given employees across the country the ability to order discount tickets and logo items and the opportunity to sign up for a hobby club or a picnic committee without leaving their desks.

Your research tells you that employees are concerned about those they love. They want quality day care for their dependents. You've responded with on-site childcare and elder care centers. You've developed relationships with commercial dependent care centers or you've developed and marketed an extensive referral system for these services.

The newspapers are consistently voicing the

You're addressing today's challenges

"Employee services programs speed up the maturity of a group and give it direction to work together."

Employee Services & Recreation Programs Address the Challenges of Today's Employees

Increased stress

Wellness programs
Health screenings
Exercise programs
On-site head and
shoulders massages
Time savers
Money savers
Travel opportunities
Social events—small
escapes from their
worries
Hassle-free programs

Uncertainty of their jobs

Stability of camaraderie Communication lines open between management and employees Support groups

Automation

Education opportunities Balancing of high touch Continued need for socialization is met

Dual-career couples

On-site convenience services: store, dry cleaning, shoe repair, take-home meals, bill payment, flower service, hair salon, car service, etc.

Dependent care

On-site childcare centers
On-site elder care
centers
Turn-key Elder Care
Planner program
Dependent care referral
services
Summer camps
Back-up emergency
childcare programs
Take our children to

work day

Low morale

Special events create a spirited atmosphere Travel Programs allow for rejuvenation Tournaments encourage team building camaraderie Service award programs show company appreciation Employee newsletter shows employees having fun-Spirit becomes contagious ES&R activities forge friendships where there otherwise may not be any Wellness programs/

Health/ Fitness concerns

energy

exercise classes give

employees more

On-site fitness centers
Lunchtime seminars—
nutrition, health care
Subsidized or affordable
fitness club
memberships
available

Diversity

New relationships begin through participation in special events, sports teams, hobby clubs and community service activities

Doing more at work

ES&R programs broaden an employee's network within the company so they can

use an expanded pool of resources to get their job done quicker One telephone call to another employee may help them complete a major portion of a project Not to mention through NESRA, employees have access to discounts for suppliers both locally and nationally that can help employees complete projects

Learning to work in teams

Employee services and recreation programs help employees learn more about each other. This helps reduce lines of uncertainty or apprehension when working with someone new

Employee services and recreation programs solidify a group and give it direction

Adapting to change

Employee services can create enthusiasm about change. They can make special events of introductions of new procedures. They offer service award programs that recognize those who embrace change. Employee services can be the stable component in a company going through great changes

Time constraints to be with family

Reduce time for running errands through on-site employee store and other convenient services: video rental photofinishing shoe repair hair salons car oil service utility bill payment printing services jewelry repairs

On-site sales—jewelry, books, toys, clothes, etc.

Create opportunities for families

Develop new traditions for families

Give families opportunities to participate in new activities

Picnics Summer Camps Cottage rentals Fun runs Parent/child dance

Campsite rentals
Fishing derby
Holiday parties
Parent/Child Bowling night

Festivals

They can also provide outlets for employees to express their concerns about change

Financial concerns

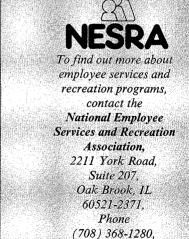
Discount programs save

employees money National discount program for: Awards/recognition/gifts Family entertainment Fitness services/ equipment Hotels/resorts/ camparounds Merchandise/discount cards Photofinishing Specialty/professional services Sporting goods/ sportswear Travel Attractions Baby items Books Cruises

Gift items

Indoor playgrounds

Jewelry
Movie tickets
Portraits
Printing
Rental cars
Shoes
Sporting events
Theater/ice shows
Theme parks
And so much more!



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You're identifying your customers and what they consider of value

"We are constantly asking ourselves, 'If people are paying for these services, are they [the services] a value or at least a perceived value? Are employees getting their moneys' worth?"

pleas of employees to help them balance work and personal life. You've read these stories and you're responding with more family activities more picnics, fishing derbies and one-day trips. You know the increased value of work and family issues means opportunities for you. Jim Malone, manager of recreation and fitness, S.C. Johnson Wax, Racine, WI, says "Dependent programs continue to be viewed as high value by our employees." At S.C. Johnson Wax, employees' children can take lessons in golf and tennis at the employee park and swimming lessons in the company's fitness center. Malone says employees are looking for programs for their children ages 13-15. "This can be a difficult period in their lives and we continue to experiment with activities that fill a need," says Malone.

When looking at what types of services you'll offer, you are becoming more open minded. At one time, on-site childcare and dry cleaning services would've been laughed at. But today, you are willing to consider more options and to take risks. NESRA Immediate Past

You're saving employees thousands of dollars

"Last year, with 2,700 employees, just on discount tickets alone, we saved employees over \$11,000. This does not include the dollars we saved them on photoprocessing or athletic club memberships or fitness club memberships."

President Joe Hauglie, CESRA, employee services advisor, Computing Devices International, Bloomington, MN, says, "We ask employees what takes them away from two important things in their lives—family and work—then we'll look at providing it." He adds, "In the future this could mean anything from planning events to going grocery shopping to transporting children to activities—anything that could relieve pressure on employees is something we should look at."

You're giving attention to how you communicate your programs to employees. Kathy Munn, employee services coordinator, Mid-Florida Medical Services, Inc., Winter Haven, FL, has developed a communication team—consisting of an employee at each location responsible for communicating programs. She's also working on a communication center—a universal display consisting of bulletin boards, signs and racks for employees to immediately identify. More and more of you are finding different ways to get your message across—using newsletters, electronic bulletin boards, tabletop displays and still more media.

You've increased attention to customer service and to showing the value of your services. While you talk to your employee customers you are discovering what they value and what they don't. Dale Shafer, CESRA, general manager, PSEA of PG&E, Concord, CA, says, "We are constantly asking ourselves, 'If people are paying for these services, are they [the services] a value or at least a perceived value? Are employees getting their moneys' worth?" Shafer's association recently underwent major changes when Pacific Service Employees Association of Pacific Gas and Electric, over four months, lost two-thirds of its funding, the total corporate subsidy that amounted to twothirds of its budget. His staff went from 17, many who had been with the company for years, to five brand-new employees. Despite a major company-wide downsizing, Shafer says, "Our employee association members have the same expectations of the same services they had before." He adds, "People are sympathetic to what is happening but if we can't perform, we will lose their sympathy quickly."

In addition to training his new staff in specific areas, Shafer is rotating staff members in their responsibilities so "everyone will know each desk and be able to assist each other." This will also increase customer service and decrease the instances for a staff member to say, "I don't know how to do that."

Customer service goes beyond giving employees what they want when they need it and you know it. For you, it's imperative that you present employees with quality products, services and programs at the best prices. "I have two goals," says Robbins, "to offer convenience to employees and to save them money." She adds, "I've got to offer employees products and services for less money than what they can buy it outside our gate." Many of you say that if you can't provide a quality product for the most competitive price, you won't offer it. You are constantly looking through NESRA's National Associate Members offerings and through your local Associate Members offerings to find new products and services to offer employees.

Saving employees money is a priority for you. You document your results. Robbins says, "Last year, with 2,700 employees, just on discount tickets alone, we saved employees over \$11,000. This does not include the dollars we saved them on photoprocessing or athletic club memberships or fitness club memberships."

Many of you offer wellness programs that include fitness clubs. You've documented what you've saved employees in fitness club membership fees and you've documented what you've saved the company in health care costs in terms of reduced claims.

Employees know they can count on you to listen to them, to discover what they really want, to find quality products and services, to offer them at the best prices and deliver these programs in the same courteous, conscientious manner to janitors and CEOs alike.

I've asked some of you if it's vital to your success to develop employee day-to-day dependence on you for these programs. Some of you were uncomfortable with the term 'dependence.' Hauglie says, "I don't know that I want to use the word 'dependence.' I try to provide tools for employees to better manage their lives. I find out how I can day-to-day meet their needs."

Yet look at the facts. More employees are using your services daily whether it's to buy bus tokens in your employee stores or to workout at your fitness center or to attend a lunchtime seminar on how to buy a car—or a house.

You are teaching employees how to live healthier, how to be a better consumer and how to enjoy themselves. NESRA Past President Leroy Hollins, CESRA, manager of employee services, Martin Marietta Astronautics, Denver, CO, says, "We want to create that dependency so that the employees want something bad enough so that management will be willing to support it." He adds, "Build it up so that if they [management] take it away, it will negatively affect employee morale...If you do these programs, and do them successfully so that employees give testimonials—employees are talking about these programs, employees are writing letters, management will know employees like them."

You're supplying programs today's employees demand

"We want to create that dependency so that the employees want something bad enough so that management will be willing to support it. Build it up so that if they (management) take it away, it will negatively affect employee morale... If you do these programs, and do them successfully so that employees give testimonials—employees are talking about these programs, employees are writing letters, management will know employees like them."

You're aligning your department's goals with your company's goals

"Become partners with the business."
Through your services you support the company's need to accomplish its business requirements. We are incorporated in the Strategic Long Range Plan for our company. It's essential to get fully integrated into the business plan."



Just as you want employees to depend on you for quality products and services, you want management to count on you to help the organization achieve its goals. Time and time again, when I asked some of you to name three things an employee services and recreation provider must do to survive and thrive, you often said, "Align your goals with the goals of the company's." You seemed to feel that since your employer is in business to perform a service or to make a specific product, you must show management that your programs are designed to help the company achieve its goals. NESRA 1995 President John Felak, CESRA, executive director, Operations Recreation Association, Aiken, SC, says, "If your company makes airplanes, find the way to communicate to management how your programs help make better airplanes... Management will support a vibrant arm of the company that contributes to the company's mission."

In some organizations, management's goals and mission statements are formally communicated to each tier of employees. In other cases, you are taking the initiative to find the company's mission statement and to mirror your employee services program's goals to it. "My mission statement is tied in with the corporate mission statement," says Ferrara.

"We have to be part of that mission statement because ultimately that's what the corporation wants." Many of you know the saying, "If you are not part of the solution, than you're part of the problem." Many of you have recognized this and you have aligned your mission, goals and objectives to those of your company's.

Joe Hauglie's first response to my survival question was, "Become partners with the business. Through your services you support the company's need to accomplish its business requirements."

"We are incorporated in the Strategic Long Range Plan for our company," says Hauglie, who adds, "It's essential to get fully integrated into the business plan." Helping the company achieve its goals is your main objective.

Denise Staudt, employment specialist, Security Service Federal Credit Union, San Antonio, TX, thinks employee services can be a part of any organization's mission statement. "Let's face it, it doesn't matter what the goals are, the team has got to be in place to achieve management's goals. We try to offer enough activities and programs to keep employees at work to achieve the goals established by management."

Employee services and recreation programs are tangible programs and services to show employees management's intangible gratitude for the work they do. During difficult times in a hospital, where the effects of health care legislation are being felt, a Valentine's Day Employee Appreciation Day featuring a D.J. in the conference center, continental breakfast in the morning, raffles and a late afternoon snack—ice cream and cookies—tell employees they are appreciated. Management came down to the festivities at Presbyterian Hospital in New York, NY and mingled among employees. "Employees were overwhelmed. They thought it was a really nice thing to do," says Rita Daly, CESRA, employee activities/records, manager. This type of event motivates employees to be more productive and to be patient with the changes occurring within the organization. It gives an employee a reason to stay.

You are continuously showing management the value of your programs. You are showing that employees are staying with the company longer. You are showing that you are reducing the costs of absenteeism and turnover. If employees have a hobby club meeting to go to after work, they are less likely to take the day off. If aspects of an employee's life are fulfilled through your programs, s/he is less likely to



to leave your company for another company.

Not only are you keeping the team in place, but you're helping attract some of the best players. At S. C. Johnson Wax, staff members of the recreation and fitness department and board members of the JMBA employee club have a "very integrated role in the recruiting process," says Malone. He says that a candidate and his/her family is brought on-site and given an extensive tour of all the facilities such as the recreation center, employee parks, on-site childcare center and employee store. Staff members sit down with family members to discover their interests and to explain the discount programs, hobby clubs and other activities that may appeal to them. "We found that the time we spent with job candidates and their families was very instrumental in the employee coming here," says Malone.

Is this helping management meet its goals? Is this a value-added service to the company? Malone says, "If we recruit one person in research and development that comes up with another product like EdgeTM shaving gel, than we paid for ourselves many times."

Running It Like A Business

You're learning that to meet management's expectations and to help them meet their goals, you need to run your employee services department like a business. "I was managing my department as other departments are financially managed," says NESRA Past President Scott Baker, CESRA, who just received a promotion to manager, information distribution and food operations, Xerox Corporation in Rochester, NY. "My corporation's goals are to increase customer satisfaction and employee satisfaction and to show a return on investment. I mirrored my objectives to those of the company's." Baker says the company is concerned about increasing productivity. It wants to "be more productive by reducing costs that in turn reduces cost for the customer." Baker, who does not complain about budget cuts says, "when they take something away, it's a challenge to find a way to still offer the service."

Those of you looking to succeed know you have to look at the bottom line. You have to be financially strategic. Sometimes you even have to delegate planning programs to pay attention to financial matters. More and more of you are doing the math. You're figuring out how much is

You're using your programs to recruit leading edge employees

"If we recruit one person in research and development that comes up with another product like $Edge^{TM}$ shaving gel, than we paid for ourselves many times."

required to cover the cost of running a program—including supplies, labor and other operational costs—and you're finding ways to offer the same service less expensively. "Every service, every program, every year (my staff) benchmarks what it costs on the outside," says Baker.

As managers of your own business, you are generating more of your revenue. You know that if you have a corporate subsidy, someday it may not be there. For employee services and recreation programs to continue, you've got to become self sufficient. Remember Dale Shafer, CESRA—he lost his company subsidy in four months.

"Increasing revenue-generating programs is a top priority for a number of reasons," says Hollins. "First, it helps stabilize the department and its programs. The trend is for employee

You're running employee services like a business

"Be more productive by reducing costs that in turn reduces cost for the customer."

"Every service, every program, every year (my staff) benchmarks what it costs on the outside."

You're generating revenue and becoming self-sufficient

"The trend is for employee services to become more self-sufficient. Where and whenever employee services and recreation can generate income, it enhances its program and increases its stability."

> services to become more self-sufficient. Where and whenever employee services and recreation can generate income, it enhances its program and increases its stability. This is something to take to management," says Hollins.

> "Almost everything I do I generate revenue" says Daly. Her newest money maker is a video vending machine that allows employees to rent videos for \$2 each and for \$1 on Tuesday and for her program to get a commission of sales. Her program gets a percent of sales from items like wedding invitations, jewelry sales, or candy sales and she'll tack on a small service charge on discount tickets and tickets for one-day trips such as shopping, Atlantic City or ski trips. One of Baker's staff has negotiated with a dry cleaner to provide on-site, a particular level of service at the best price and to receive a 10 percent commission on gross sales that must be verified.

You are negotiating commissions from suppliers who come on-site to sell books, athletic shoes, gift baskets, flowers, seasonal items, shoe shine, and family portraits. Ferrara negotiated with a horticultural and nursery supplier so that simply by advertising a particular sale on trees, shrubs and flowers, his program would get a commission from his employees' purchases. Hollins is negotiating with newspaper suppliers to receive a commission from newspaper dispensing machines to be put throughout the company. He is also working out the details of receiving a commission from the sales of pre-paid phone calling cards. Staudt has an arrangement in place so that her program receives a commission from all the pay phones on site.

The list goes on and on. So many of you have negotiated great deals for your employees, which also bring in revenue for your program.

Rita Daly has developed a criteria for her revenue-generating programs: They must not be labor intensive. "With most of my discount programs I'm making money and they are taking me less time." Of course, cutting costs on labor hours positively affects your bottom line and most business owners look for a favorable bottom line.

As someone running your own business, you're looking at where you want to invest your human and fiscal resources. This involves assessing whether or not you can provide a quality product or service with the human and financial resources you have. Sometimes this causes you to make the decision not to offer a program. Sometimes it causes you to outsource some things. Ferrara says, to be successful and survive, "You've got to be creative and rethink each phase of your operation. It doesn't do any good to complain or whine-you'll be left in a cloud of dust! Learn to outsource more based on the lack of internal resources." Ferrara currently outsources for his newsletters, flyers and other communication pieces and he's looking to outsource more. Many of you have gone to experts to outsource your wellness programs, food service and employee store. You're concerned about offering quality products most efficiently.

As a business owner doing what you do best, you are always communicating the value of your products. You are consistently reminding employees why they should use your services and why they should pay for them. You are also strengthening the value of them in the community of your organization by partnering with lateral departments.

In partnering with other departments, you are increasing your visibility. You are also expanding the impact of your services. The more departments you aid in achieving their goals the more you help the company achieve its goals. This is a good business strategy.

Malone says, "We've integrated into the business units. We did it through new employee orientation, with our work/life initiatives and with our Total Life Management® Program." At S.C. Johnson Wax, the recreation and fitness departments partnered with the benefits and occupational medicine department to create the Choices Council. Together the alliance develops products for employees such as its Total Life Management® Program, which is a process that

helps employees balance work and personal life. It involves preparation, a one-day session and then it's an ongoing process. "Three hundred employees have gone through it and 100 are preparing for it," says Malone. The program helps employees establish where they are and where they want to be. It addresses the wheel of life and the organizational self. Then there's also an opportunity to cross market programs. For example, when employees say they need help meeting their fitness goals, the fitness department is called in to help.

You are taking a look at where your company wants to go and how you can help it get there. When you do this, you're realizing that you can market your services to the company. For example, at Texas Instruments, the employee services and recreation department began marketing self-defense classes to the company. Management will support employees going through self-defense training especially with the media's recent attention to violence at the workplace.

Malone's staff has gotten involved in delivering diversity training and separately, his department partnered with its food service to begin marketing meeting services to all employees. The recreation and fitness department renovated unused game rooms around the main facility into conference rooms. Diversity training (three of Malone's staff deliver this training), department meetings and creative sessions are now held on-site rather than at area hotels. Noticing that its corporate campus location is relaxing and has all top quality equipment to do business (but telephones and faxes are kept out of meeting rooms) and offers food service. Malone and his staff markets these services to all employees including those in the field. Servicing meetings for a couple of people to meetings of 300 people, Malone says, "More corporate meetings are held at the JMBA Recreation and Fitness Center than any other place in Racine, WI-We serviced over 2,000 meetings last year." Instead of having this money go outside the company, it's staying inside the company. "We saw this as one tangible way to show value."

Showing the value of your program is becoming a part of your daily routine. Whether you are inviting management to events for them to see increased morale or whether it's submitting monthly reports on participation, cost, and profit you are getting your point across. Baker made it a practice to make customer calls while he traveled to other Xerox

locations. He would schedule an appointment with a plant manager and show him/her what his department was doing, how costs decreased and how satisfaction was increased. "They are paying for this service. They should know how we work and our results. It's also an opportunity to ask them what else they need." Again, you are calculating and showing value of your programs.

Conclusion

Like all businesses today, your business is willing to change and to change quickly. You've designed it with agility in mind and as its leader you are always looking for new

You're marketing your services directly to your company

"More corporate meetings are held at Johnson Wax than any other place in Racine, WI—We serviced over 2,000 meetings last year." Instead of having this money go outside the company, it's staying inside the company. "We saw this as one tangible way to show value."

programs, new ways to do things better, yet for less money. You are ready and willing to take risks. You know everything won't work all the time but you know being successful doesn't mean being a success every time. Daly says, "I'm doing almost everything differently than I used to. I have very few of the same programs I used to offer but today I'm offering different types of programs—I'm not doing less, I'm actually doing more."

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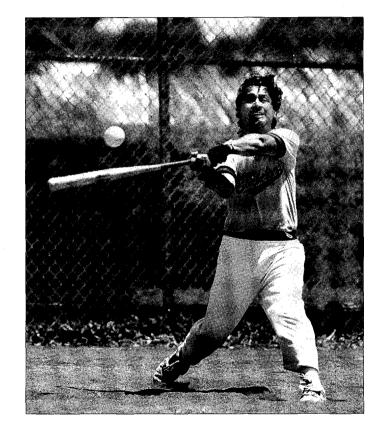


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Show & Tell The Value of Your Programs

"When I joined the company in 1984, softball was the first company-sponsored activity I got involved in. The people I met and played with were great...many of them remain my best friends. Looking forward to some exercise and laughs once a week after work is exciting. The 501 (Association) sports leagues are one of those little extras that make TNE such a great place to work."

-The New England Wheel: February 24, 1995



his quote, used to promote softball league membership in a recent issue of The New England's newsletter, the *Wheel*, shows one reason why the company's employee association (The 501 Association) is so popular with company associates—and management. Employee newspapers often play a

pivotal role in validating the value of employee services and recreation programs.

The New England is a leading life insurance and investment company located in Boston, MA. The 501 Association, named after the company's 501 Boylston Street address, started on June 14, 1967. Its goal was to foster friendships and a healthy, well-rounded work environment. Now, almost 30 years later, the 501

continues to make The New England a better place to work through all that it offers employees. Currently there are more than 3,500 active and retired associates who enjoy the services of the 501 Association.

The *Wheel* is one of the communication tools that the 501 relies on to promote not only 501 events, but to show employees participating, volunteering and enjoying their programs.

by Linda Hilliard



Every December, the 501 sponsors a Saturday morning Holiday Party for associates' children. Although there is professional entertainment, company employees dress in character costumes and join Santa and Mrs. Claus to entertain the children.

The Changing Role of the Newsletter

When the Wheel was first published in 1949, it was a "family" publication with folksy news about employees and minimal news about company business. Well into the 1960s, it featured announcements of weddings and babies (rings, rice, rattles) and interviewed associates about their vacation travels. Former versions even sponsored fashion shows, craft events and other employee activities.

By the 1970s and 1980s, the *Wheel*, like so many company newspapers, moved away from more personal employee news and toward business news.

Today, at least 85 percent of the *Wheel* is devoted to company business news, benefits, products and services. The other 15 percent is news of associate activities in a "People, Places, Events" column and in the 501 Association news.

"501 News" always has the back page of this 8-page publication. Next to the promotions and classified ads, the "501 News" is one of the first sections associates turn to.

Specific Ways to Help

The 501 Association offers discount tickets to arts and sports events, sports leagues, clubs, discounts, and charity and service activities, as well as company-wide events (e.g., summer outings, fashion shows).

There are a number of specific ways that the *Wheel* promotes the 501's programs and activities.

■ Announce upcoming events. Due to space limitations, the Wheel can't always provide in-depth coverage on every 501 activity. Sometimes it will run a simple bulleted listing of upcoming 501 activities (ticket sales, league sign-up deadlines, reminders of meetings). The 501

distributes bulletin board fliers on all its activities, so the newsletter listing will often refer associates to the fliers (or to the activity coordinator) for more information.

■ Interview associates regarding an upcoming activity. As in the case of the softball league example, the Wheel will sometimes interview past participants in an activity to generate interest. This is especially helpful for activities such as a blood drive. Someone who hesitates to give blood might be encouraged if they read an interview with a recent first-time donor who talks about "how easy it is to donate."

■ Interview after the events. When the 501 plans a family outing to a local amusement park, or hosts a holiday party for associates' children, follow-up interviews help to measure the success of the event. Often just one or two comments will allow others to capture the flavor—and appreciate the success—of an activity. The amount of coverage the Wheel gives an event is often determined by the number of associates who participate (e.g., a day shopping trip to Freeport, ME, for 30 people would get only a few lines while the children's holiday party for 900 would get an entire page).

■ Show Photos. Photos of 501 activities often appear. The 501 and Public Affairs have organized Partners in Community Action, a volunteer activity in which associates donate a Saturday to help in the community (paint a

homeless shelter, do vard work at an inner-city elementary school). The newsletter runs photo features of these events because they not only recognize the individual volunteers, but the company as a corporate citizen. The Wheel also covers activities that involve many associates (e.g., a family outing). It does not cover sports league banquets, which tend to result in dull photos of award recipients holding trophies. It will cover league playoffs with action shots.

Association. The Wheel occasionally runs articles on the workings of the 501 Association itself. There will be photos of the newly

elected Executive Committee, coverage of their annual 501 Applause awards events and interviews with the 501's department representatives (directors) and outstanding volunteers.

Making TNE A Great Place to Work

There are several benefits to coverage of events in the newsletter:

■ By showing the success of the 501 Association and its activities, the Wheel demonstrates the value that the company places on its associates and their morale. People like to read about people and the Wheel shows how valuable all employees

are. It helps to foster camaraderie among employees.

At the same time, coverage of 501 events in the newsletter reminds management that employee services programs are being used and that they make the company a better place to work.

Cara Criscione, manager of the 501 Association, comments: "Company newsletters, such as the Wheel, are very useful to employee associations because they allow us to reach the entire company. People generally like to spend some time reading about the more fun or people-oriented aspects of work."

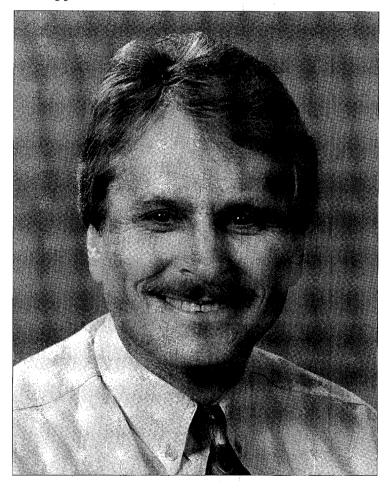
Linda Hilliard has been with the New England for almost 25 years and has been editor of the Wheel for 16 years. Today, she sees the Wheel as a business publication, which educates associates about company products and services and shows them how they can be part of the value creation cycle. "But it's still nice," she says, "to see the back page of the Wheel filled with photos of children at a company party, an associate hitting a home run and a first-time blood donor with a smile."

Linda Hilliard is editor, The Wheel, Communication Services, The New England, Boston, Massachusetts.



NESRA Proudly Presents Its 1995 Employer of the Year Merle D. Adrian

For his work as Chief Executive Officer of Visiting Nurse Personal Services and Assistant Administrator of Affiliated Health Services



Mr. Adrian empowered employees to make Visiting Nurse a great place to work. He believes one of the most important elements of leadership is to uncover the pent-up passions in employees.

In honor of being awarded NESRA's 1995 Employer of the Year,

ESM interviewed Mr. Adrian.

ESM: Give us a brief overview of Visiting Nurse, its history and present programs.

Adrian: Established in 1927, Visiting Nurse is an organization with an extensive history in serving the community's home care needs. Initially Visiting Nurse served tuberculosis patients. Later its mission was expanded to include crippled children, school health programs, maternity care and health education. Today Visiting Nurse serves the comprehensive needs of the young and elderly alike.

Visiting Nurse delivers home care services to a five county region, including Whatcom, Skagit, Island, San Juan and Snohomish counties. These services include nursing and home health aide services, physical, occupational and speech therapies, medical social work, hospice care, private duty care, respite and chore services.

The Top Gun Program

Visiting Nurse chose to dedicate its resources before, during and after a restructuring to guide the organization's employees through the transitions—toward a continued commitment to its organization. Establishing the Top Gun Program is the proactive step Visiting Nurse has taken towards working with employees on job satisfaction, productivity, reduced health care costs and meeting future business challenges. Visiting Nurse was awarded NESRA's Eastwood Award in 1994 for its Top Gun Program.

ESM: What is the Top Gun Program, why did you start it and what is its goals?

Adrian: The Top Gun Program was the result of a challenge, accepted by management and staff, to find more creative ways to assure employee job satisfaction, productivity, reduced health care costs and attention to meeting future business challenges.

As most are aware, the health care profession has undergone great changes and was facing yet another. It was our way of exploring new ways to prepare for the future of our employees and therein deal with employee morale. Regardless of circumstances, we were dedicated to being able, when asked if this is a good place to work, to respond with an honest YES!

ESM: To what do you attribute the overall success of your Top Gun Program?

Adrian: I believe the successes of the Top Gun Project can be attributed to several things.

The project's success was of vital importance to the future success of the organization. Everyone understood that.

The project was offered to the management team as a challenge—competitive words to a group that enjoys competition. "Could the team improve the staff's perception of the workplace to the point where a majority of the staff gave it an "A" rating in the areas of communications, corporate culture, special events, employee benefits and work environment?"

All organizational structure was eliminated as related to the interactions that were to take place on the project. Governance, committee structures, leadership selection and other related issues were totally left to the group.

It was agreed that project goals and objectives be accomplished through action, not promises. It was agreed that the "A" rating goal was not to be shared as an objective with the whole staff but rather the outcomes and results were to be the catalyst for any change in staff perceptions.

All budget decisions for the project would lie with the participants. As the entire management team was involved, it was their budgets that were being affected.

It was agreed that, before attitudes or perceptions of others could be addressed, the attitudes and perceptions of the management team would need addressing. Assistance in the areas of team building and other consults were made available upon request of the group.

Lastly, I think it was critical that dedicated staff assistance was provided to the group. A facilitator, answerable to its Steering Committee, was assigned to assist them in conducting their business.

In summary, the group empowered and trusted itself to carry out a program of self improvement vital to the continued success of the organization. It proved to be a powerful experience.

ESM: What makes Visiting Nurse a great place to work?

Adrian: That's easy, first and foremost, the work we do is of great importance. Secondly, the company has tremendous potential for growth and expansion. Beyond that, Visiting Nurse employees are offered the opportunity to become actively involved in the development of employee services programming. I



think the Top Gun project was a valuable demonstration that clear purpose, teamwork and unlimited potential are creations of our minds, not elements to be sought outside ourselves.

> ESM: How would you describe your general management philosophy?

Further, we will see the value and

need to make increased investments in

applicable to their personal as well as

employees through education and

professional goals and objectives.

training offerings specifically

ESM: What trends do you see in employee offerings?

Adrian: Even with the current spate of "rightsizing" and "reengineering" in industries undergoing great change, recruiting and retaining talented employees remains of paramount importance. Further, it has become increasingly clear that successful organizations will continue to reward and value the most creative and committed among their ranks. Likewise, it is clear that it will be incumbent upon employers to match that same creative spirit in the design and development of employee offerings. New approaches toward building on current flexibility in work schedules, benefit packages and groupings (cafeteria approaches), time-off provisions and recreational opportunities will be evidence of that creativity.

Adrian: We who find ourselves in leadership positions, whether as executive officers, managers, supervisors, coordinators or team leaders are truly privileged. We have a responsibility and an opportunity to lead. The most important element of that responsibility and opportunity relates to the power inherent in understanding and appreciating the need to empower others in order that they share the same opportunity, from virtually every vantage point in the organization.

For me that means formulating a team of individuals dedicated to the premise that they and the work that they do are of paramount, critical importance to the realization of their personal and professional goals, the success of the business, its customers—even the community in which they live.

Such teams are not to be found, they must be developed, re-developed and carefully nurtured. They are the result of shared vision(s), mentoring,

risking, leading by example and understanding the value of being personally accountable and expecting personal accountability from every individual on the team.

I believe that only through the power and wisdom incumbent in a team dedicated to, motivated by and excited about its work, can the lessons of the past, the challenges of the present and the potentials for tomorrow be used to advantage in businesses wishing to successfully compete in the 21st Century.

ESM: How does your support of employee services and recreation programs complement this philosophy?

Adrian: Teams are made up of individuals. They are also an extension of other groups-families, friends and acquaintances. To think of the workplace as less than an integral part of a larger continuum of daily living, to consider it separable from nonworking experiences, is to deny the rich and rewarding contributions that the workplace can offer to the wholeness of the individual as well as the family unit.

Relatedly, employers who take the view that work is separate from daily life continuums risk never experiencing the respect, trust, commitment, productivity, team spirit, genuine friendships and other advantages that can result from actively addressing issues related to the mental-physical health and well being of both the individual and the family unit. One very effective tool is an employee services and recreation program.

ESM: How important do you think it is to balance work and personal life? How can a company benefit from encouraging employees to successfully balance their responsibilities?

Adrian: What could be more important? Balance is the key to any successful endeavor. It too is a journey—not a destination. We all share in responsibility for assuring that the issue is addressed and redressed on a frequent basis.

Its benefits include the obvious:

- increased potential for healthy relationships
- enhanced physical and mental well being
- increased potential for personal and professional success and all that goes with it.

This is nowhere more evident than at companies like Visiting Nurse. Given the critical nature of the work done on behalf of patients and their families, it would be easy for staff to not only find themselves dealing with their own personal and professional issues, but also to find themselves totally immersed in the myriad of problems of others.

ESM: In your opinion, what is top management's role in activity support?

Adrian: I decided early on to test the hypothesis that the most effective role of top management is to serve as a catalyst on behalf of those who will actually produce the services and/or products of the organization. In doing so, I find it important to provide leadership through participation that is visible, supportive in the sense that it is expectant of results, truthful, realistic, consistent, interested and caring. Without those

elements in proper balance, leadership can be perceived as directive, demanding, unrealistic, false and unsupportive. The result—little "buy in," creativity or spontaneity and a failed program.

ESM: What are the benefits of offering an employee services and recreation program to the company? What are the benefits to the employee?

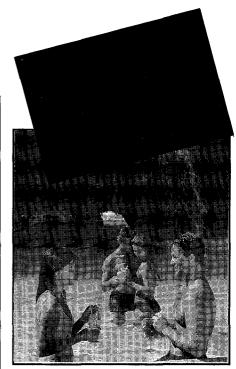
Adrian: ES&R Programs offer both the company and employee a true "win-win" opportunity. One cannot talk about the benefit to one without considering its beneficial impact on the other. What is good for one can be good for the other. I like to focus my energies on programs and benefits that fit this category.

As stated earlier, I believe that creative, productive teams cannot be bought and/or sustained without investment of time, energy and commitment. I again believe there exists a relationship between a healthy work environment and a stable, effective staff. Formal, well thought out employee services and recreation programs are an extremely effective way to address this issue.

They are indicators of management's recognition of the personal, as well as professional needs of staff as humans first and "workers" second.

They are an investment in assuring healthier relationships that bind employees and their families in ways that benefit interpersonal relationships inter- and intra-departmentally in the company.

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Given this importance, it is

surprising to know how few companies formally address these issues, let alone empower employees to participate in program development.

ESM: Is there any program in which you participate? What do you enjoy most about the program?

Adrian: Serving as cheerleader and consult to the project has been very rewarding for me. I was especially proud of the Corporate Culture program and the subsequent invitations I received regarding participating in its activities—getting a handle on what the corporate culture was, what we wanted it to be and then developing and implementing strategies to improve it.

Even more, I enjoyed the growth and spirit of informal programs and activities that flourished in individual departments. One such was a semiannual bakery/dessert contest sponsored by the entire finance department. I and several others were commissioned to serve as official judges of upwards to 30 or more desserts. All had to be tasted, some more than once, and prizes awarded. I was truly impressed by the department's organizational skills, esprit de corps, pride in one another's creations and accomplishments. These are memorable and important team building opportunities borne of personal and departmental initiative.

ESM: We understand you have holograms, collector's items and many family photos in your office. What do you enjoy doing in your leisure time?

Adrian: In keeping with my belief that the workplace must be viewed as an extension of one's daily life, as opposed to a segment, it is important to me that it reflects those things that I enjoy most. They keep me focused on the need to enjoy my day, especially during the most trying of times. I find great joy in photographs, artwork, mementos and collector's items that



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reflect and represent family, friends, the rich history of our community, organization, the promise of technology, the future and the many wonders it can and will hold.

Likewise, I encourage and enjoy reflections of personality in each of my colleague's work areas and departments.

Relating to leisure, I find that I either do not have, or do not allow myself, the leisure time that I should. I am working on that. However, the time I do take I divide between resting, skiing, biking and woodworking. These activities allow me an opportunity to pay undivided attention to my family, friends and myself.

ESM: How has your employee services program grown in the past five years?

Adrian: Our ES&R Program, formally housed in the Top Gun program, was created in late 1992. Originally, management and supervisory staff created its programming through Communications, Corporate Culture, Employee Benefits, Special Events and Work Environment committees. In addition to these committees, its governance needs required the creation of a Steering Committee. This committee consisted of representatives from each of the five committees to develop the link.

In its two years, actual growth of the program has been best measured by employee involvement. Also, in 1994, part of our organization was merged with that of a local hospital system. The Top Gun Program not only continued, but served as a model for the work of the Hospitals Systems' Affiliated Employee Council.

ESM: At Visiting
Nurse, your employees
say you continue to
encourage them to
"dream and reach for
the stars." What are
some of your dreams
for Visiting Nurse?
What are your
personal dreams?

Adrian: I think the most important element of what some call "dreaming" or "reaching for the stars" is an understanding that it is a natural human condition to do so. We are all born with it and somehow may forget it as an important focus in our everyday lives. I believe that one of the most important elements of leadership is to uncover the pent-up passions in each of our employees—work related or not. Identifying that passion is nothing more than recognizing or envisioning potential.

Therein, my dreams for Visiting Nurse are nothing more than a reflection of what I believe to be its potential. All potential can be realized once recognized and acted upon. That is what drove the success of this organization over the past 70 years— 40 of which was without the support of the myriad of governmental and other payer supports that now exist. Further, the way has been paved for those of us in the Home Care industry to accept and demonstrate our capacity to become leaders in the health care arena. Every indication is that home care is of vital importance to the re-engineering of the Health Care Industry. We are at the right place at the right time and will need to join in partnership with others sharing our vision to make it a reality. Anything less is not worthy of our communities or nation.

My personal dreams relate to fulfilling the realization of many potentials—my own, those of my family, my community and of our health care industry.

ESM: What do you expect from those who run your employee services and recreation program?

Adrian: The most important expectations that I have relate to outcome, dedication and leadership issues.

It is of paramount importance that the effort be demonstrably and measurably effective. That means those responsible must be able to identify where the program is, where it is going, the impact that it is having on the lives of employees and its untapped potential. These are not easy things to identify and all are not easily agreed upon, but they are critical to program continuation, course corrections and employee buy-in.

These programs are journeys, not destinations. It is important that those involved recognize that setbacks and great disagreements are a natural part of the process. However, I would expect that once committed, those wanting the program would not give up on their goals, but would find ways to carry them out.

It is also important that emerging leadership in programs such as these guard against allowing themselves to become so entrenched in the structures of the program that they lose their ability to remain open and creative. What appeals to those who enjoy the effort is its openness and freedoms in those areas. I know from experience that those are easily lost if not nurtured.

ESM: Does the size of your company (700 employees), restrict your employee services and recreation programs?

Adrian: The size of Visiting Nurse has been a benefit to our ES&R program. The number of staff warrants a Top Gun approach, we are attractive to insurers and other providers of benefits, we have a large enough group from whom to solicit information yet are small enough to

know each employee and his/her needs personally. The only restrictions we encounter relates to the fact that many of our staff work in the field and some rarely are in the office.

Communicating and marketing events, seeking personal involvement and participation and getting input on programming issues are sometimes difficult. Overall, however, these challenges are minor considering the importance of the success of ES&R programs.

In keeping with his spirit of helping others, Merle D. Adrian has partnered with a team of professionals including the father of 5-year-old Kylie Moullen, who has severe developmental disorders, to begin Kylie's Project. This nonprofit organization will build the bridge to services for special needs children and their families, including the child with physical and mental disabilities, learning disorders or chronic illness. This program is a separate organization, but has received initial funding from Visiting Nurse Personal Services. Mr. Adrian took on this project after being nominated for NESRA's Employer of the Year Award. Mr. Adrian will be present at the Management Luncheon at NESRA's 54th Annual Conference and Exhibit to accept his award.

Job Market Myth #1

"The Gold Watch"



The 1990's is a time of continuous corporate lay-offs and downsizing. For most of us, that means we can expect as many as 10 or more job changes during our working lives.



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Using Surveys and Focus Groups for Best Results

by Jon C. McChesney, ABD

eriodically your participants and even nonparticipants in your employee services programs should be sampled to collect information about your services. The leisure industry is becoming more and more competitive, therefore, our programming efforts must be responsive to the needs and desires of the consumer who is the employee and his/her family. Continuous improvement should be a primary operational goal.

Two fundamental ways to collect marketing data are surveys and focus groups. Both can be excellent sources of information, but both have limitations. Furthermore, the process of developing both tools is different, but relatively easy.

Surveys

A survey is simply a means to collect information through the use of a questionnaire. The primary advantage of the survey is cost effectiveness. Many people can be sampled at a relatively low cost, especially by using an in-house mail system. Completing a survey generally takes 30 minutes or less, which assures greater compliance by respondents. Finally, data can be interpreted easily because of the standardized format of the questionnaire; typically questionnaires use a forced response format such as checklists and rating scales.

A limitation of questionnaires is potential misunderstanding of a question since there is not direct contact with an interviewer.

Another limitation of the survey is that the information received is an extension of your awareness of the situation or information sought. Therefore, there may be additional information that could be pertinent, but not identified by those developing the questionnaire. However, this potential problem can be limited by including "other" or adding space for comments and suggestions. An example of a forced response question that maximizes information is as follows (Table A):

Table A

Example of a Forced Response Question that Maximizes Information

Example: Please rate the following program elements by circling your opinion (VS=very satisfied; S=satisfied; N=neutral; DS=dissatisfied; VDS=very dissatisfied):

A.	Facility	VS	S	N	DS	VDS
В.	Instructor	VS	S	N	DS	VDS
C.	Program Content	VS	S	N	DS ·	VDS
D.	Other					

Please give additional reasons why this program was either successful or could be improved.

The first step in survey development is determining what information you want from the respondents. An initial brainstorming session with your staff can help to identify potential content areas. The task then becomes limiting the information you collected to what will actually solve the problem or provide the necessary insight. Writing survey questions can be enhanced by addressing the following questions (Karakaya, 1991):

- **1.** Is the question and terminology unambiguous?
- **2.** Is the question a "leading" one?
- **3.** Does the question demand personal information that is of a sensitive nature?
- **4.** Will the respondent have to spend much time and effort to answer the question?
- **5.** Is the question too broad (are several needed rather than one)?

Selecting a sample is the next step.

A sample is simply a portion of a larger population. The goal of sampling should be to randomly select respondents rather than choosing based solely on convenience: otherwise you may not have a sample that is representative of all employees. The easiest way to proceed is to use a listing of all employees and select respondents based on ordering. The size of the sample dictates the selection interval such as selecting every fifth, sixth, seventh, etc...employee to participate in the study. The sample size depends on the size of the organization. A sample of 30 is generally regarded as the absolute minimum. A 100 percent return of questionnaires is very unlikely (50 percent is typical), therefore, a larger sample should be identified. If the response rate is inadequate, follow up with a phone call or a memo.

The survey should next be pretested with subjects not participating in the actual study.

The goal of the pretest is to make sure that the instructions and questions are easy to interpret, and to identify how long it takes to complete the questionnaire.

A cover letter should be attached to the questionnaire.

The following information should be included: (1) a brief description of the purpose of the questionnaire; (2) the goal of the research; (3) the approximate time that it will take to complete; (4) a contact person if there are any questions or concerns, (5) a statement insuring the confidentiality of responses, (6) where to send the completed survey, and (7) when it should be sent.

Data analysis is the next step.

Determining frequencies and percentages is generally sufficient. Drawing conclusions and preparing a written report is the final step. Promising to share the conclusions with the respondents is a strategy that may help gain their cooperation in completing the questionnaire.

Focus Groups

A focus group is a small group interview technique limited to the in-depth exploration of a small number of issues. The group is usually comprised of 8-12 participants guided by a moderator. There is a tendency for smaller groups to be dominated by one or two individuals, while larger groups may be difficult to manage and/or may inhibit some participants (Stewart & Shamdasani, 1990). The duration of the interview session is generally two hours.

The primary benefit of the focus group is the depth of the information that can be obtained. The interaction of the group can produce additional insights or ideas beyond the scope of questionnaires, individual interviews or staff involvement. In addition, the moderator has the opportunity to interact directly with the participants, therefore, enabling clarification, follow-up questions and in-depth responses.

The two types of focus group interviews are directive and non-directive.

The directive approach is characterized by rigid structure as the moderator attempts to control the flow of discussion, keep the group on task and prevent dominance by one or two outspoken participants. A potential disadvantage is less group spontaneity with such structure.

The non-directive approach is somewhat passive. The moderator's role is to initiate the discussion, but then step aside and let the group interact and discuss the issue. Ideally the moderator does not participate in the discussion (Rossman, 1995). This approach maximizes the resources of the group as opinions and perspectives of greater depth are likely. This approach also limits the bias that a moderator "close to the problem" may interject. However, this approach is susceptible



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to dominant personalities controlling the discussion and less coverage of the discussion topics.

The choice of approaches is dependent on the participants. The key characteristics are their level of interactiveness, how much understanding they have of the issues, and the maturity of the group members. In reality, most focus groups are a balance between the directive and non-directive approaches. Enough structure should be provided to keep the exchange productive with all participants involved and the moderator not biasing the proceedings by too much involvement. Table B offers the following suggestions for productive focus groups: Table B

Suggestions for Productive Focus Groups

- **1.** Establish a non-threatening and non-evaluative environment where all participants feel relaxed and free to express their opinions.
- 2. A circular seating arrangement facilitates discussions and maximizes eye contact.
- **3.** Use audiotape, videotape, additional observers or a combination for data analysis. The participants should be informed if any of these are used.
- 4. Provide the panelists with an overview of the situation or the question to be discussed. Include any relevant or background information necessary to ensure a general understanding.
- **5.** Use name tags (first name only) to establish group rapport and a relaxed environment.
- **6.** Ask open-ended and probing questions. "Tell me more." "Can you explain what you mean?" "Does anyone have an example of that?" "Is this anyone else's experience?" "What is your opinion?"
- **7.** Never call on panelists directly or force a response out of them.

(Schoenfeld, 1988; Stewart & Shamdasani, 1990)

When the focus group interview has been completed, the proceedings should be transcribed for analysis. Stewart and Shamdasani (1990) recommend a "cut and paste" scheme for data analysis that simply means identifying and grouping pertinent information based on content areas.

Surveys and focus groups can certainly be used in a complementary fashion. The limitations of each method can be minimized by using both approaches in a mixed-method research design. These approaches demonstrate your professionalism and attempts at continuous improvement. Evaluation should be regarded as an on-going process that will provide objective data to assess the merit of your programs and services. Table C highlights the advantages and disadvantages of surveys and focus groups.

Conclusion

For best results, identify what information you wish to get from your employees, how much time you wish to spend getting the information and how much you want to spend on the project. If you want to find out a rating of specific products or services and you wish to get feedback from a broad base of employees, use a survey. If you are looking to discover what is on people's minds regarding a topic, or if you are in search of new ideas and you are willing to probe the responses of a small group of employees, consider using a focus group.

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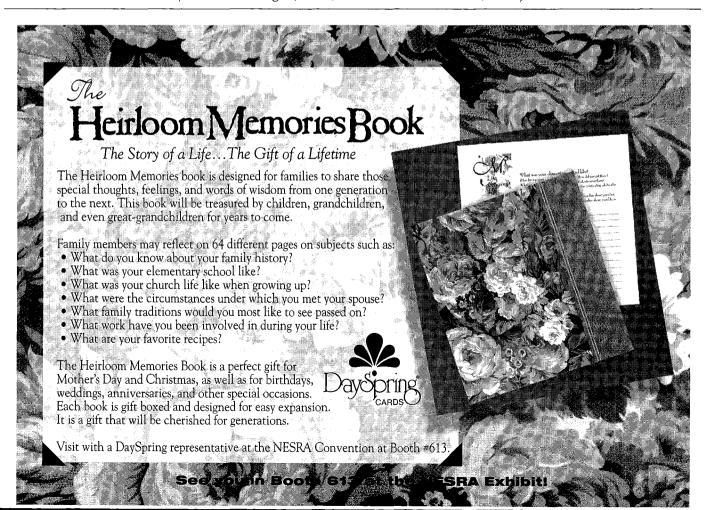
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Jon C. McChesney, ABD, is assistant professor at St. Cloud State University, St. Cloud, Minnesota.

Advantages and Disadvantages of Surveys and Focus Groups

Method	Advantages		
Surveys	1.	Inexpensive, potential to sample many	
	2.	Quick and easy to complete	
	3.	Easy to analyze and interpret data	
Focus Groups	1.	Direct interaction with respondents (answer questions, paraphrase for understanding, follow-up questions)	
	2.	In-depth questioning and responses (may get information not previously considered)	
Method		Disadvantages	
Surveys	1.	Lack the flexibility to gain greater in-depth knowledge of the issues	
	2.	Limited to information or perceptions of the researcher	
	3.	Potential misinterpretation of questions	
Focus Groups	1.	Small numbers of participants limits generalization to a larger population	
•	2.	Time consuming and difficult to analyze and interpret data	
	3.	Dominant participants may bias the proceedings, and may inhibit more reserved group members.	
	4.	Moderator may bias results by providing cues about desirable answers 🙈	
	(Sources: Morgan, 1993; Stewart & Shamdasani, 1990)	



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Quaker's Integrated Approach to Health Care

by Joan Cantwell and Kathy Allen-Kahn

he Quaker Oats Company's health care programs extend beyond the financial protection typically offered through traditional health plans. Through a partnership between the Corporate Benefits and the Health and Safety Departments, Quaker developed an integrated approach to healthcare consisting of the following three components.

Live Well-Be Well

The Live Well—Be Well program consists of health promotion programs that have been identified as likely to positively influence the lifestyles and health of employees and families. The objectives of Live Well—Be Well are to:

- **1.** Identify the health risks of Quaker employees through the use of a health risk assessment tool, the Health Risk Appraisal.
- 2. Motivate individuals to reduce their risks by changing behavior through participation in health promotion programs.
- **3.** Reduce the financial burden of increasing health care costs, absenteeism and staff replacement.
- **4.** Increase productivity and morale by offering effective wellness programs that enhance the health of employees and their families.

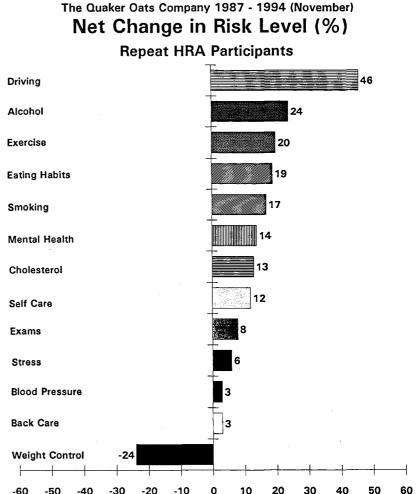
The Health Risk Appraisal (HRA) is the primary component of the Live Well—Be Well program and is offered to all employees and spouses at all Quaker locations. The HRA consists of a comprehensive health questionnaire and on-site clinical screenings for cholesterol, weight and blood pressure. The results of the HRA help individuals identify their risks and allow Quaker to target specific interventions based on aggregate risks at each location. Aggregate data from the last 10 years

shows significant shifts from high or moderate risks to average risks in 12 of 13 health risks for repeat HRA participants. See Chart A.

Other Live Well—Be Well intervention programs include:

- Smoking Cessation
- Weight Control
- Cholesterol Control
- Blood Pressure Control Back Care
- Fitness Programs
- EAP

The Overland Octo Comment 1997 1994 (November)



Percent Decrease in Risk Level

Chart A

Fitness facilities are available at 12 Quaker locations and nine other locations have discount arrangements at outside fitness facilities. All of these components help increase employees' awareness of health risks and help employees adapt their lifestyles to reduce their risks.

QuakerFlex

The second component is part of a flexible benefits plan called QuakerFlex. Through QuakerFlex, employees may earn up to \$500 per family each year in Healthy Lifestyle Credits. Employees and spouses may earn up to \$110 each for completing a Health Risk Appraisal including the clinical screenings for blood pressure, cholesterol and weight. Clinical results must fall within specified ranges for participants to receive credits. However, participants in an acceptable intervention program for results outside the ranges may receive credits.

Employees and spouses may also earn up to \$140 each annually for making the following Healthy Lifestyle pledges:

- At least 20 minutes of aerobic exercise three times per week.
- Use seat belts and car seats while driving.
- Not to drink to excess, not to use illegal drugs and not to misuse prescription drugs.
- No use of tobacco products in the last six months and no use of them in the future.

During the annual QuakerFlex enrollment, Healthy Lifestyle credits are added to other credits. Employees may use them to purchase benefits or if they have unused credits after making their benefit selections, they may invest them in the savings plan or take them as cash throughout the year.

Before introducing QuakerFlex, attitudes toward the proposed plan including the Healthy Lifestyle Credits were tested in focus groups. There was significant support for rewarding good health and safety habits as long as confidentiality was maintained. Quaker maintains confidentiality by utilizing third parties to collect pledges and store clinical data.

Participation in the Health Risk Appraisal process increased from 60-80 percent after the introduction of the Healthy Lifestyle Credits.

Informed Choices

The third component is Quaker's Informed Choices program. This is a consumer education program that teaches employees how to obtain appropriate, quality healthcare. The focus of this program is on active participation and employee responsibility in health care decisions. Through group meetings, self-help books and other tools such as hospital pricing guides, employees receive information to help them consider their options when purchasing health care.

Conclusion

By addressing health care from multiple fronts, Quaker's integrated health care program has been successful at containing health care costs and improves the health of our employees over the years. In addition, Quaker has received national recognition for these plans. Quaker recently received the C. Everett Koop award in Washington, D.C.

These programs are popular with employees and provide Quaker with a competitive advantage in recruitment and retention of employees. Healthy lifestyles are supported by senior management and are an integral part of the corporate culture.

Joan Cantwell is supervisor of health services. Kathy Allen-Kahn is managerbenefits communication, employee benefits, at Quaker Oats, Chicago, Illinois.



See you in Booth 316 at the NESRA Exhibit!

Employee Store

Building Relationships With Suppliers

by Albert D. Maslia

t has often been said that "The retailer is the purchasing agent for the customer and not the selling agent for the manufacturer." We as retailers must always remember that our success depends on how well we serve our customers. We must also remember that we cannot serve our customers without the proper, correct and exact assortment of merchandise that our customers demand.

Consequently, it is extremely important that we, as the purchasing agents for our customers establish a good relationship with our suppliers. It is our suppliers who must provide us with the necessary products that will enable us to provide them to our customers. What I am trying to say is that without products and merchandise, we cannot stay in business.

To succeed, we must establish an honorable and ethical relationship with our suppliers from the first day. We must respect our suppliers just as we would expect them to respect us. We must always realize that they have a right to make a profit just as we do. There is nothing wrong in "trading" with them as long as we don't engage in chiseling. There is nothing wrong in asking for special discounts and other allowances as long as a good business relationship has been established over the years.

It is important for us as retailers to impress our suppliers. They must be able to count on us to be reliable and consistent with our ordering of merchandise and paying our bills.

Good supplier relations begins with suppliers passing your quality and ethics test. By this I mean, is the supplier reliable? Is the supplier's merchandise in demand? Is his/her pricing realistic? Is the supplier alert to new opportunities? How is his/her service? And

finally is the supplier a company that you want to be part of your retail operation?

Once you get the answers to the above questions, then you are ready to develop a partnership with your supplier rather than an adversarial relationship. Too many retailers look at their suppliers as the enemy and too often do not have the necessary trust that is needed to forge this partnership.

There are many other factors that go into making this a good relationship for both the store manager and the supplier. If one is able to realize that each party needs the other party to be successful, then everything else will fall into place.

One final caution: Use trade shows and the various trade magazines to help you determine from whom you will buy. It is always good to remember that the fewer suppliers you have, the more you can concentrate on them and become very important to them. Know and understand your merchandise assortment so that you can determine which suppliers you need to fulfill these needs. You do not need to buy from everyone. You will be surprised to learn that you get more respect from suppliers when they realize that you know what you are doing. You do not need five suppliers when one will do.

Always remember "You are your customers' purchasing agent and not the suppliers' selling agent."

Albert D. Maslia is president of Social Expressions, Inc., Atlanta, GA. Maslia will be delivering the presentation "The Merchandise Budget—The Battle Plan for Your Store" during the Employee Store Track at NESRA's 54th Annual Conference and Exhibit in Philadelphia, PA.



Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

▼ All Aboard Cruise Club

11114 S.W. 127 Ct. Miami, FL 33186 (305) 385-8657 (305) 385-5318 FAX Contact: Stephanie Mintz

The Club is exclusively designed for corporations. Membership is free to the sponsoring company and to employees. Members enjoy significant discounts on cruise vacations and a variety of free services. Sales incentive programs and meeting and conference planning services are available.

East Coast Business Systems

333 Old Tarrytown Rd.-Bldg. 3 White Plains, NY 10603 (914) 946-8041 (914) 946-7862 FAX

Contact: Charles Weill

With discounts for NESRA members, East Coast Business Systems has two divisions. The Printing division features creative graphic design to finished printing pieces specializing in 4-color process printing. Capabilities include personalization and full mailing services. Advertising Specialty division focuses on distinctive items such as custom printed T-shirts,

hats, imprinted pens, golf balls, coffee mugs and more that are suitable for sales incentives, recognition programs, company picnics and golf outings. Silk screening and embroidery available. Call for discount information.

Florida's Space Coast Office of Tourism

2725 St. Johns St. Bldg. C-346 Melbourne, FL 32940 (407) 633-2110 (407) 633-2112 (FAX) Contact: Bonnie King

A full service destination marketing organization. Orlando's closest beach to all attractions, very affordable and family oriented, home to Kennedy Space Center, beautiful beaches and 8,300 hotel rooms.

Grand Resort Hotel & Convention Center

P.O. Box 10 Pigeon Forge, TN 37868 (800) 472-1188 (615) 428-1500 FAX Contact: Scott Harness

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Kraft Foods Company DiGiorno Products

One Kraft Ct. M/S GU-583

Glenview, IL 60025 Contact: Michael Lynch (708) 646-3913 (708) 646-2095 FAX

DiGiorno Refrigerated Pastas and Sauces are a delicious line of premium, fresh tasting products. Choosing from the vast selection of DiGiorno products, you can prepare a wonderful meal in less than 10 minutes.

National Hospitality Marketing

1903 Walnut St., #525 Philadelphia, PA 19103 (215) 546-8525 (215) 546-8262 FAX Contact: Susan Horn

National Hospitality Marketing offers one-stop shopping for your hotel needs, National Hospitality Marketing represents a variety of exceptional and

Update your *'95 NESRA Buyer's Guide and Services Directory* by noting the following additions/corrections:

- Forte Hotels/Travelodge (hotels) new contact: Joanna Lewis, phone: (800) 525-3055 ext. 808, FAX: (619) 596-6215, resv. phone: (800) 578-7878
- Opryland USA (family entertainment) new contact: Laura Cason
- Swingster Marketing (March issue of ESM) new contact: John Vallejo
- San Diego Zoo/Wild Animal Park (family entertainment) address change: 10946 Willow Ct., Ste. 300, San Diego, CA 92127
- Trans Global Tours (travel) name change: Global Holidays
- Treads & Threads (sporting goods) new name: The Corporate Shoe, 2804 Haverwood, #117, Dallas, TX, 75287 (214) 250-2047, contact: David White

affordable hotels and inns throughout the Midwest and Eastern regions of the United States. Our hotels offer special packages and rates for members.

Ramada Suites at Tango Bay

6800 Villa DeCosta Dr. Orlando, FL 32821 (407) 239-0707 (407) 239-1665 FAX Contact: Alex Colina

This hotel features all twobedroom/two-bath suites with fully equipped, separate kitchens, nestled on 16-acres with 3 pools, 4 whirlpools, lake with paddleboats, fitness facilities, and video game room. Located near Sea World and International Drive minutes from Walt Disney World Resort and Universal Studios. NESRA discount of 25 percent.

The Employee Publishing Group, Inc.

553 N. Pacific Coast Hwy. B-240 Redondo Beach, CA 90277 (310) 784-5939 (818) 797-9385 (310) 374-1465 FAX (818) 794-5418 FAX

We offer "Direct Employee Access" through specialized publications and employee fun paks for businesses that

Contact: Robert Hessman

want to reach employees of various companies.

V United Floral Service, Inc.

4700 Wisschickon Ave. Philadelphia, PA 19144 (215) 842-1700 (215) 842-1702 FAX Contact: J. Scott Aemisegger

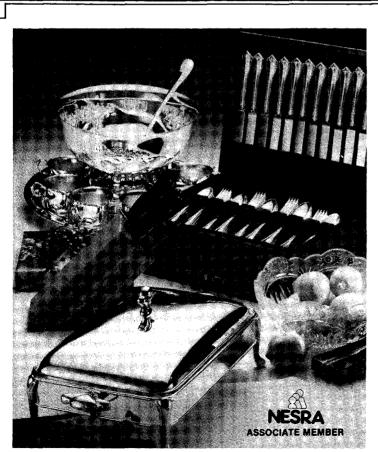
United Floral Service offers NESRA members a free computer program (CD-ROM) that will allow individuals to order flowers, plants and gift baskets directly from their computer terminal. Employees receive

a 20 percent discount.

Wisconsin Dells Ticket Outlet

504A East Ogden Ave. Suite 257 Westmont, IL 60559 (708) 654-9495 (708) 654-9434 FAX Contact: Linda Soich

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For more information, contact John Deere Lawn & Grounds Care Div., (919) 832-7421.

V Care for Internal Customers

D o your employees realize that every person in every organization has customers? Whether or not your employees are working with external customers, they may not be providing critical quality service to the internal customers.

But I Don't Have Customers, a media videobased training program, teaches your employees the steps and techniques for defining their internal customers and how to serve them appropriately. The how-to training points include: care and respect for internal customers, ask questions and listen, communicate with angry internal customers, focus on internal customers' needs and expectations.

For more information, contact American Media Inc., 4900 University Ave., West Des Moines, IA 50266-6769, (800) 262-2557, FAX (515) 224-0256.

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For more information, contact MindWorks Corp., 735 N. Pastoria Ave., Sunnyvale, CA 94086, (408) 730-2100, FAX (408) 730-2143.

Workplace Wars Resolved

W orkplace Wars and How to End Them, (Amacom, 1994), a new book by Harvard-educated psychologist Dr. Kenneth Kaye tells how to properly harness the energy created by conflict to produce a better outcome for employees and the company.

The book organizes conflict resolution into a five-part system sequentially applied according to a flow chart.

Kaye begins with basic techniques for simple problems and progresses towards more advanced methods for complex situations.

For details, contact Kenneth Kaye & Associates, 5225 Old Orchard Rd., Suite 40, Skokie, IL 60077, (708) 470-9311, FAX (708) 470-9323.

Employment Law Available on CD-ROM

7 iley Law Publications puts over 17,000 pages of the most current employment law references on CD-ROM with the Wiley Employment Law Library on CD-ROM. Encompassing 15 bestselling titles, this reference tool gives researchers the benefits of Folio InfobaseTM searching capabilities to cross-reference across volumes, locate valuable secondary information, and download the desired forms or checklists into any wordprocessing program.

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For more information, contact John Wiley & Sons, Inc., 605 Third Ave., New York, NY 10158-0012, (800) 825-7550, (212) 850-6630, FAX (212) 850-6799.

Looking for Material to Justify Your Program?

NESRA membership entitles you to have these free publications at your fingertips!

Members, choose from 4 publications:

- Employee Services and Recreation: Beyond the Company Picnic

 This 22-page special report by the Bureau of Business Practice is an in-depth look at what innovative companies are doing to improve employee's quality of life. Some chapters address liability, providing the benefit of time and instilling team spirit. The report tells why many provide employee services.
- NESRA's Work and Family Report
 This 12-page booklet discusses why businesses are addressing family issues and it explains how businesses can do so by offering a variety of employee services.
- The Link Between Family Responsive Policies and Job Performance:

 A University of Chicago Study of Fel-Pro Incorporated

 This 10-page report differs from prior research because it looks at Fel-Pro Incorporated's whole constellation of family responsive policies rather than a single benefit and because it explores workers' use and appreciation of programs that meet their needs at various stages in the lifecycle.
- Internship Opportunities Handbook
 Great for students looking for internships or companies wanting to compare their internship programs.
 Provides a list of companies offering internships, their length and skills requirements and identifies whether or not payment is given and amount of payment.

Send me the following documents:	
 Employee Services and Recreation: Beyond the Company Picnic NESRA's Work and Family Report The Link Between Family Responsive Policies and Job Performand A University of Chicago Study of Fel-Pro Incorporated Internship Opportunity Handbook 	NESRA Headquarters 2211 York Road, Suite 207
Name	
Company	
Address	
CityStateZ	ip
Phone	

(Continued from page 44)

program costs. During the past two years many clubs became totally self supporting in response to a major reduction in financial grants. This direction has been well received by the club membership with little negative feedback.

Outsourcing Offers Solution

While my comments focused more specifically with our charter of providing support for recreation clubs, special events and discounts, it would be appropriate to mention the other services that directly meet employees' needs. They are outsourced through a contracted agency, and are social and educational service-oriented that include lunchtime presentations, community referrals and making reference materials available. Some of the issues addressed are dependent care, abuse/anger, addiction, children/youth, financial counseling, dealing with grief and the

(800) 221-0248, (516) 829-3406

(516) 829-3427 FAX......26

broad scope of health concerns and more recently earthquake preparedness. At latest count, over 84 referral services are available. All of these are considered a vital solution to many employees' needs that weren't available a few years ago. Now it's at their fingertips.

Conclusion

With changing conditions in our company, we're not resting on current practices. We continue to focus on our mission to provide customer-oriented cost-effective programs and services consistent with our company goals and objectives. New solutions will come from our current practices, some as short as one year ago. In our ever-changing environment, you must develop a philosophy to be flexible and agile.

Arnie Rinta, CESRA, is recreation manager for The Boeing Company, Seattle, Washington.

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Facilities, Funds and Outsourcing

by Arnie Rinta, CESRA

Rinta has
adjusted his
practices in
response to
dwindling
resources.

hange is a major part of our business assessment practices. Issues such as outsourcing and downsizing coupled with employee demands and expectations are on the rise. They never seem to go away, so involving your customers in the process is the best resource you have in finding solutions to meet your needs.

To service our 80,000 employees in the Greater Seattle area at The Boeing Company, our Corporate Recreation Charter (administrative procedure) allows us to provide and support the formation of Employee Recreation Clubs in the following categories: hobbies, arts and music and athletics. Club management rests with the volunteer elected officers. They are basically responsible for their own destiny as defined in their constitution and bylaws. The company employs professional recreation staff to support, counsel, guide and direct the clubs and to serve as ex-officio members of their executive boards. Staff also provides continuity; that is very important during yearly changes of elected officers. This method of program administration continues to be supported by corporate as the most cost effective.

In recreation, we have made major changes in the past few years. These changes have occurred mainly in the area of facilities and budget.

Focus on Facilities

What do you do when your program increases to 84 clubs with a membership of over 34,000 and you are confronted with a pending loss of community facilities? Obviously, you move quickly to develop your strategy for the short and long term. A realistic needs assessment was prepared for presentation to the decision makers. Our key element was to incorporate the voice of our

Employee Recreation Advisory Council that represented all of the Recreation Clubs. This entire process defined the historical background, the benefits to company and employees, benchmarking with similar industries, and reviewing the latest trends. Also of great significance was the fact that our club participation varied little, while at the same time the company payroll fluctuated significantly. This fact alone confirmed the value of recreation in the workplace.

Being well-prepared with facts and data made the difference: Corporate gave us a favorable response. Using the money granted, we implemented a Facilities Developmental Plan, which detailed building locations, size and layouts. We now have three stand-alone Recreation Activity Centers (over 100,000 square feet) to serve our geographic population base. Two of these centers are company-owned, one was built in 1987 and one in 1991, the third is leased. We leased that one in 1981.

Fortunately but honestly, this would not have happened this way had we not been in a positive business climate. If such a problem were to occur now, we would have to be much more creative in pursuing alternative solutions.

Becoming Self-Sufficient

As mentioned earlier, the other area of concern was the budget that has historically been available to help subsidize the club programs. Our solution was transitional. Once again we worked with our Employee Recreation Advisory Council. We developed a philosophy strategy that established budget guidelines. We set a goal for the clubs to work towards financial self-sufficiency. A basic understanding was that the company would provide a cost effective facility and administrative support, but it would be the club's responsibility to fund their direct

(Continued on page 42)







Will Wonders Never Cease?







Not at The Anheuser-Busch Theme Parks! They just get bigger and better every day. See for your-self! Voyage into polar regions for a *Wild Arctic*SM journey at Sea World of Florida, or blast back in time to Pompeii at Busch Gardens Williamsburg. Check out our new adventure lands, *Land of the Dragons*SM at Busch Gardens Tampa and *Shamu's Happy Harbor*SM at Sea World of California. These are just a few of the reasons the fun never ends in our wonder-filled worlds.



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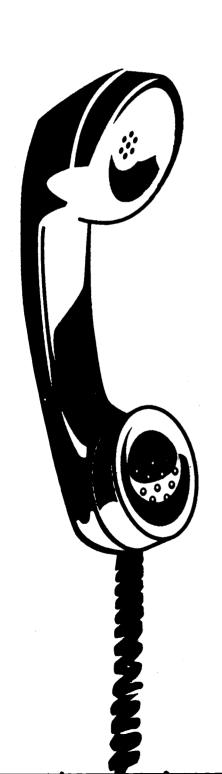
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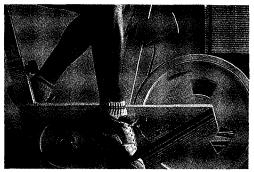
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- NESRA Education and Research Foundation Brochures
- Brochures on How to Start A Program
- Job Bank USA Applications
- NESRA Video
- Peer Consultation
- Much, much more!



CONTENTS

Volume 38, Number 5 May/June 1995



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Departments

4 News in Brief

Conveniences Are On the Rise... Executives Are Cutting Civic Overload... A New Profile of Middle Class... Cat In The Hat Gets A Home... New Twist to Safety Programs... A Secure Retirement... Disney to Offer "Edutainment"... Make Them A Priority... Virtual Office Becomes A Reality

32 Health Promotion

Worksite Health Promotion Bottom-Line Facts and Figures Compiled by Steven Blair

34 Employee Store

Effective Strategies of Sony's Family Centers

37 Buyer's Guide Update

- **38** Ad Index
- **43** NESRA Chapters

44 Solutions in ES&R

Rebuilding Sports Leagues

By Fred Tamagawa, Desiree Beaudry, Scott Kerr

Features

7 Are You At Risk?

Find out where your employee association is vulnerable to a liability lawsuit and what you can do to protect your association and yourself.

By Bob Kurdziel

11 Grand Openings of New Fitness Facilities Continue and Existing Facilities Expand Their Services:

"Bubble" Chosen for Wegmans Food Markets Sports Club

This new facility offers a fun and relaxing ambiance for Wegmans' employees to work out.

By Deborah Clarke

15 Employees Get 'Refueled' at New Health Food Bar

Conoco employees take advantage of a new snack bar offering healthy foods.

By Yvonne Myles

SmithKline Beecham Wellness Rx Facility: Emphasizing Customer Service and Identifying Trends

This existing center has focused on serving its members and on keeping abreast of their shifting needs. By Lisa Kurzeja

19 Membership Numbers Surpass Expectations at the New Dallas Texins Activity Center

You read about the plans for this state-of-the-art activity center in the August issue of *Employee Services Management*, now you can see what the finished product looks like.

By Margaret Breedijk

23 NESRA's Regional Conference Highlights

25 Ease Your Fear of Coordinating a Pre-Retirement Planning Workshop

Here's the essential ingredients of an informative workshop. *By Debbie Friedman*

28 Telecommuting:Creating A Nation of Isolates? By Walter L. Polsky

New Facilities; New Ideas: Success Continues

by Cynthia M. Helson NESRA Director of Communications



▼
Find out
what's new in
employee
services.

e just came back from NESRA's 54th Annual Conference and Exhibit and I'm charged up.
When I think of all the networking that took place, I'm thrilled that members are tapping such rich resources—each other.

Every year new programs emerge. There's more companies starting employee services programs and some that are opening new facilities.

This month's issue of *Employee Services Management* celebrates the opening of new fitness facilities and activity centers and what's new at existing centers. Turn to page 11 to see the brand new Activity Center at Dallas Texins Association and the new Sports Club at Wegman's Food Markets. You'll also get updates on new offerings at the Wellness Center at Conoco in Houston and SmithKline Beecham in Philadelphia.

A common goal of networkers at the conference seemed to be to uncover some cost saving and time saving techniques. As you continue a form of networking while reading ESM, look inside to address the issues you're facing. To help you become knowledgeable about a program in demand, we've included "Ease Your Fear of Coordinating a Pre-Retirement Planning Workshop (page 25)." This article gives you an outline of what a workshop should include and it offers a list of resources to gather more information.

When it comes to collecting information for your reports to management, you can count on us. You'll be able to use some of the "Worksite Health Promotion Bottom-Line Facts and Figures (page 32)" in your next report to management. They show how wellness programs can reduce absenteeism, save money and increase morale.

Has your sports league attendance fallen? "Rebuilding Sports Teams (page 44)" may have what you need to make them more appealing.

We've also raised some important questions for you to consider: "Are You At Risk? (page 7) and "Telecommuting: Creating A Nation of Isolates? (page 28). Both address issues that can affect your programming. The former looks at your liability exposure and the latter addresses how increased telecommuting could hamper your programming.

While we will be recapping NESRA's 54th Annual Conference and Exhibit in the July issue of Employee Services Management, turn to page 23, to see what's on the horizon in your region of the country. There are three NESRA Regional Conferences scheduled: one in September, October and February. Look to see where the nearest one is for you. Each promises a dazzling line-up of lively educational sessions and unforgettable special events. Mark your calendars now to be among your peers who are good people with great ideas.

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NEWS

IN BRIEF

Conveniences Are on the Rise

C orporations are more willing to help employees who have less time to perform everyday chores, reports U.S. News & World Report. Here are some new services being offered:

- For \$1 a load, plus 25 cents an item for ironing, employees can get their clothes washed, dried and folded while they work.
- In-house concierges will handle the details for just about any social events, from theater

tickets for a Broadway hit to an elaborate birthday party.

- Employees can order deli trays, appetizers and other party items at about 25 percent under the going rate by calling the company's cafeteria.
- At a materials-only cost, a company maintenance worker will unclog sinks, build a room addition or handle any job in between.
- Employees can drop off their vehicle at the corporate garage for an oil

change; a van shuttles them back and forth to the office.

- Instead of just having an on-site nurse, a company staffs internal medicine doctors who are affiliated with the company's primary managed-care plan. The doctors are available to all employees, the visits are free unless additional tests are required.
- throughout America have millions of dollars in new incentives to improve their performance;
- Over the next six years, almost half a million young. Americans will be entering youth apprenticeships during their final two years of high school, many of them receiving special skill training beyond high school;
- Three-and-a-half-million people who take out education loans each year now have the option of repaying their loans as a percentage of future incomes;
- Transforming the old unemployment insurance system into a reemployment system, ensuring this year alone an additional 150,000 Americans who have lost their jobs will get the skills or the job-search help they need to find new ones.

Executives Are Cutting Civic Overload

B oard members from some of the premier civic organizations are looking at ways to consolidate or even eliminate groups that address problems ranging from economic development to race relations to school reform, reports *Crain's Chicago Business*.

Executives have expressed an interest in forming an umbrella group to integrate civic group activities. In recent years, boardroom heavy hitters have sent representatives to meetings rather than attend themselves—a sign of lack of interest.

A New Profile of Middle Class

abor Secretary Robert B. Reich highlighted long-term trends dividing America's middle class and held out education and training as having the greatest impact on standard of living, reports the U.S. Department of Labor.

"Today's middle class is split into three groups," Reich said. "An underclass largely trapped in center cities, increasingly isolated from the core economy: an overclass of those who are positioned to profitably ride the waves of change; and in between, the largest group, an anxious class, most of whom hold jobs but who are justifiably uneasy about their own standing and fearful for their children's futures."

Some initiatives that are being taken by the government:

■ School systems

▼ Cat In The Hat Gets A Home

niversal Studios announced they will be giving the Dr. Seuss world its own theme park in Orlando, FL, reports USA Today. Seuss Landing will have a dozen rides and shows and is one of five islands at Islands of Adventure, a new theme park set to join Universal

Studios Florida as part of a \$3 billion expansion. It will be open by 1999.

Among the Seuss attractions: A Cat in the Hat Adventure ride; Sylvester McMonkey McBean's Very Unusual Driving Machines and Onceler's House.

Visitors will have a chance to eat at the Green Eggs and Ham Cafe, shop on Seuss' Mulberry Street and ride the Caro-Seuss-el, a carousel of Dr. Seuss characters.

New Twist to Safety Programs

A lternative safetytraining methods are cropping up in many businesses in the form of board games, training by consensus and hands-on sessions and videos, reports Nation's Business.

Most businesses still use the Material Safety Data Sheets (MSDS), which are difficult to read, to comply with federally required safety training. Employers look for alternatives to written safety materials because almost 90 million Americans demonstrate low competency in basic reading, math and reasoning, according to a 1993 study by the U.S. Department of Education.

Some experts believe that most information on health and safety is ineffective because of the way it is written and presented.

A Secure Retirement

B etween 1962 and 1992, the proportion of Americans aged 65 and older receiving employer-sponsored pensions more than doubled to 38 percent, from 18 percent, says *The Wall Street Journal*. Currently, 51 percent of wage and salary workers aged 25-54 are covered by an employer-sponsored retirement plan, according to the Census Bureau.

Compared with employees in the 1980s, older male baby boomers have nearly the same rate of pension coverage, and older baby-boom women are better off. In 1993, 67 percent of men aged 37-46 had pension coverage, down slightly from 70 percent of their counterparts in 1983. Coverage for older boomer women was 59 percent in 1993, compared with 50 percent of women in that age group in 1983.

Men aged 27-36 in 1993 are less likely than men at the same age in 1983 to have pensions, 54 percent versus 58 percent. But younger women are slightly more likely than older boomer women to have them, 51 percent versus 49 percent.

Disney To Offer "Edutainment"

D isney announced it will open a Disney Institute for adults, reports Fortune magazine. The "edutainment" complex is scheduled to open in

October 1995 at the Disney Village Resort in Orlando. Visitors will be treated to entertainment (learn how to animate), sports and fitness (golf and Tai Chi clinics), and culinary arts.

Make Them A Priority

mid the intense competition that characterizes business in the 90s, a sample of the nation's senior executives believe CEOs should spend more than one-third (34 percent) of their time building the morale and productivity of their troops. According to Robert Half International, the results underscore the strategic importance now being given to staffing and employee retention issues in U.S. companies.

The survey as conducted by an independent research firm polled 150 executives from the nation's 1,000 largest companies. Executives were asked, "What percentage of a CEO's time should be spent fostering positive employee relations?" The mean response was 34 percent.

Participants offer the following recommendations to CEOs wishing to extend their involvement in this area:

- Avoid pitting employees against one another in unhealthy competition. Instead, motivate them to work toward benefiting the department or company.
- Maintain open lines of communication at all levels, thus preventing the potential for resentment. Encourage employees to

look for constructive solutions for settling disputes.

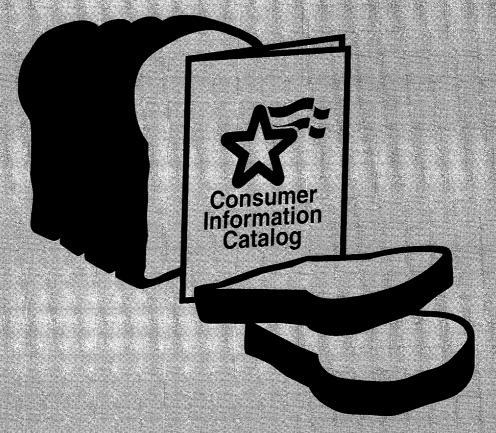
■ Reward teamwork by recognizing the efforts of all employees who have contributed to a successful project.

v Virtual Office Becomes a Reality

O ffice space is giving way to community areas and empty chairs as more employees work from home, their cars or anywhere, says *Personnel Journal*. Because of the advent of computers, cellular phones, pagers, faxes and E-mail systems, it is easier to work outside the traditional office.

Many firms are turning to smaller telecommuting centers, places that offer a full-fledged office in a convenient location. At these locations, employees can receive secretarial aid, make photocopies and pick up mail one or two days a week. Having these centers allows companies to alter their workplaces.

Other companies are getting rid of their cubicles and replacing them with open work areas where any employee can set-up shop. Teams may assemble and disperse at any given spot and meeting and conferences happen informally wherever it's convenient. Only those people whose flexibility is limited by their jobs, retain any form of an office.



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AreYou At Risk?

8:00 a.m. Monday morning Ring! Ring! "Dynamo Employee Association, Jan Smith, how can I help you?"

"Good morning, Ms. Smith. This is Sergeant Miguel of the 9th precinct. I have a few questions regarding the break-in of your employee store last night and the theft of the concert, Disney World and other tickets and merchandise."

8:10 a.m.

Ring!

"Employee Association, Jan Smith."

"Jan, this is Dana at the gym. We had a small problem last night. One of the members appears to have had a coronary and was rushed to the hospital. Just a few minutes ago, his wife called, quite upset that

he was there. He evidently slipped in after the instructor left for the day. She's claiming it's our fault for letting him use the free weights.

The good news is that it looks like a false alarm. He's fine. The bad news is a sizable emergency medical bill and an out of pocket cost to the employee that they can ill afford due to their personal situation. She wants us to pay up."

8:30 a.m.

Ring! Ring! Ring! "Jan Smith."

"Hi, Jan, it's Ben. I got the bids on the tour operator for the trip to Las Vegas. The numbers are kind of high so I asked my brother-in-law who works

by Bob Kurdziel

Where are
we at risk?
How can we
protect our
employee
recreation
association?
Who will
stand behind
us?

part-time for a travel agency to see what he could do for us on the side. His deal looks a lot better and could save us about 20 percent and still include free rooms. meals, etc. Plus it's a chartered aircraft so we wouldn't have to fly on a commercial carrier. He suggested we fill the vacant seats with people outside the company and maybe make a few bucks to boot! What do you think? He needs an answer by 10 a.m. to confirm the booking. We can get the word out to everyone on the company Email for their input."

8:45 a.m.

Ring! Ring! Ring! Riiiiiiiinnnngg!!! "YES!"

"Jan, we might have a problem. Remember the participant in the softball game a few weeks ago that was hit by a line drive. Just found out she was more seriously injured than we thought and is now threatening...hold on, ...I've just been handed a complaint. The association, our board of directors and everyone else is being sued!

And it's only Monday morning!!

Situations like these happen, unfortunately, all too often. Accidents and potential liability issues are at any turn. And in today's highly litigious society, with an inclination to seek legal recourse and compensation for any real or perceived "loss," a sound employee recreation association risk management program can mean the difference between

a thriving employee association or a curtailment of programs or, worse, shutting down the entire association.

What is Risk Management?

Risk management is the process of anticipating and controlling the potential risks that could cause financial loss and then determining the most practical means of financing such a loss. This means closely review your facilities, activities and programs, the sporting and athletic events and your operating structure and procedures to identify any potential problem areas. Then it is simply a matter of taking steps to manage, eliminate or transfer them and how to finance the potential losses.

What can we do about our risks?

There are four alternatives:

1. Avoid the risk

Example: Don't allow use of the facilities without proper supervision. Don't sell discount tickets, don't have an employee store, don't use non-licensed tour operators and don't sponsor certain activities or events. These are not always practical or easy decisions.

2. Transfer the risk.

Example: Have outside suppliers, tour operators, etc. provide proof of their own insurance and name your group as an additional insured. Have all employees and participants sign hold harmless agreements, and, the most common, purchase

insurance and transfer the risk (of financial loss) to an insurance company. Risks such as those created by sports or athletic activities, day care centers, protection for the officers and directors of the association are typically transferred to an insurance company because of the potential for losses and concern in these areas.

3. Reduce the risk.

Example: Make sure your employee store is secure (locked, alarms, etc.) and that high ticket items are kept under lock and key. Protect the company by avoiding use of company Email or other communication systems that arbitrarily provide a perceived corporate endorsement. Consider establishing the employee association as a separate non-profit entity to further reduce the risk to the company.

4. Retain the risk.

Example: You recognize and accept certain activities, programs and facilities as a part of your association and can absorb the economic costs in case of a loss. For example—not insuring some things such as incidental sports equipment or by taking higher deductibles on your policy.

Often your insurance company can be a resource for advice and guidance in assessing potential hazards and recommending measures that can avert risk.

Where to Start

Real property (such as structures, gyms, ball fields,

golf courses) and personal property (inventory, office and sports equipment, etc.) and the safety precautions and maintenance procedures are relatively straight forward. It's the wide range of liability exposures that are often more difficult to identify. They are, because of today's legal environment, typically difficult to insure—at least at a reasonable cost.

Some of the most troublesome liability areas have to do with sports and athletic activities, various health and wellness programs and the use of outside vendors and third parties.

Of particular importance is coverage for athletic and

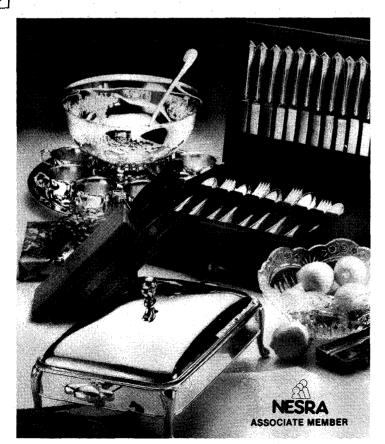
recreational activities that is typically excluded from standard, off the shelf coverage. Adequate levels of general liability and protection for the directors and officers is important. too. Should your employee recreation association provide services such as day care or after school care or elder care there are additional liability issues such as professional liability, sexual molestation and related issues.

The Bottom Line

Don't drop the ball when assessing your association's risks. Step back and take an objective look at your programs and the makeup of your association. Refer to NESRA as a valuable information resource. Apply the risk management process and discuss your findings and concerns with your company, your insurance representative or other insurance advisors. This process can help you evaluate the appropriate insurance and loss prevention techniques that will serve to manage your association's risks and protect its future.

And when obtaining insurance, make sure you have the coverage that you need and an insurance advisor knowledgeable in risk management and employee services and recreation associations.

Robert Kurdziel is president of Risk Management Group. Ltd., (RMG) with offices in Atlanta, Georgia and San Luis Obispo, California. Together with an advisory team from NESRA, RMG developed ERA Protection Plus, an insurance program designed exclusively for the member associations of NESRA. Based upon experience insuring NESRA members, RMG is now developing risk management advisory services to assist NESRA members to evaluate and properly insure their associations.



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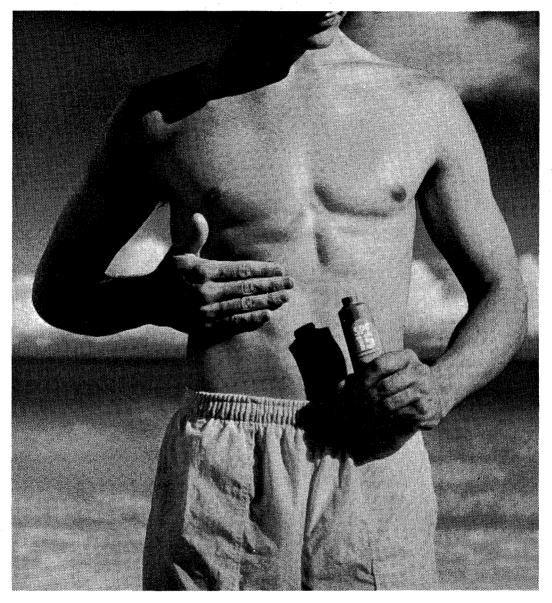
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Grand Openings of New Fitness Facilities Continue and Existing

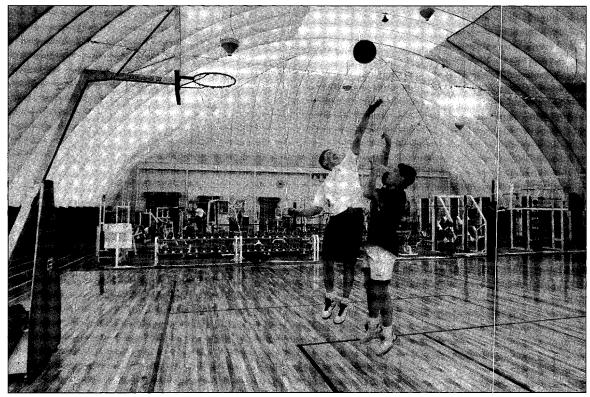
Facilities Expand Their

Throughout the years, the National Employee Services and Recreation Association (NESRA) has touted its membership to include the most innovative employee services and recreation facilities in the country. The tradition continues as more NESRA members continue to open new fitness facilities and activity centers. They make it fun and convenient for employees to adopt healthier lifestyles. Read on to see new centers at Wegmans Food Markets and at Dallas Texins Association and discover what new offerings are available at Conoco and SmithKline Beecham.

Services

"Bubble" Chosen for

Wegmans Food Markets' Sports Club



Sports Club at Wegmans: Three courts can be used for either basketball or volleyball. The courts are also lined to provide for a full court.

by Deborah Clarke

egmans Food Markets is a family owned supermarket chain based in Rochester, NY with over 50 stores in the Rochester, Buffalo, Syracuse, Southern Tier and Pennsylvania areas. Wegmans also owns and operates 15 Chase-Pitkin Home Improvement stores. Robert Wegman, CEO and Danny Wegman, president, work side by side to continue the family tradition of providing innovative and award winning stores.

Why Now?

In explaining why Wegmans Food Markets chose to open an employee fitness center at this

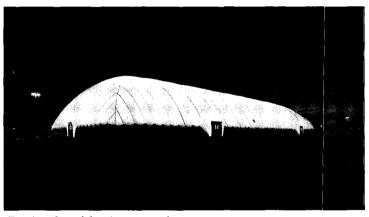
time, we should look at our company philosophy.

At Wegmans, we believe that good people, working toward a common goal accomplish anything they set out to do. In this spirit, we set our goal to be the very best at serving the needs of our customers. Every action we take should be made with our customers in mind. We also believe that we can achieve our goal only if we fulfill the needs of our own people. To our customers and our people we pledge continuous improvement and commitment. Every day you get our best.

As a supermarket chain, customer service is our passion...the #1 priority. Through the hard work and achievements of our employees we have gained the respect of our customers and received national recognition as #1 in customer service. We realize that our customers' impressions of Wegmans depends a lot on their impression of our employees. We realize we can only continue to do our best with customers if our employees are at their best. To do this, we must offer a challenging and rewarding work environment. In keeping with providing this type of environment, we are committed to providing recreation and wellness opportunities for all employees, supportive of positive health and fitness practices. The focus is on helping employees and their families reduce lifestyle risk factors and become better health-care consumers.

Employee Input

The results of a sample survey conducted among employees of the Rochester zone



Evening shot of the air-supported structure.



Members are welcomed and registered at the front desk

indicated interests were relative to recreation and fitness needs and a desire for:

- Expanded recreation programs including basketball and volleyball
- Healthier lifestyle presentations
- Fitness programs
- Family participation
- Emotional well-being techniques

Gaining Management Support

Research then began for the type of facility that would accommodate the diverse needs, keeping in mind that it should be economically self supporting. Formats from air supported enclosed areas to the various types of hard structures were studied factoring in cost and energy efficiency to the overall match to the existing recreation facilities (softball fields, sand volleyball courts, children's playground,

walking trail and picnic area). We chose the air supported enclosed area based on the versatility, economics and the ambiance of the "bubble." It offers a fun, relaxing, natural, airy atmosphere conducive to exercise and play.

We approached management with a presentation of the benefits of the facility for both the employee and employer; employee demographics, including proof of a large employee population within a 20-minute drive radius; results of the employee survey showing an expressed need for such a facility and a detailed estimate of what the facility would cost. Management saw the need for a fitness facility of this caliber.

The funds were then approved based on the decision to charge a modest membership fee for employees and their spouses who choose to take advantage of the program. This would ultimately allow the facility to be self-supporting and not be a drain on the company assets.

The initial proposal included a 25,000 square foot air supported structure to

house the fitness/recreation program and a 6,800 square foot administration building, to include locker rooms. The Sports Club was a development project of the Employee Services Department under the guidance of the Corporate Champions. The team met



Sports Club at Wegmans: One of many special programs includes chiropractic screenings.

frequently to develop a thorough presentation to submit to Robert Wegman for his further approval.

The internal Design and Civil Engineering Departments provided the professional

expertise to allow for expedient approvals from building and zoning agencies. Under the management of Wegmans' Construction Division the "bubble" became a reality in less than six months, opening in March of 1995.

Design and Layout

The Sports Club at Wegmans is seated on five acres that allow the option for future expansions. The air supported structure consists of three maple floored volleyball/basketball courts, a fitness center and aerobics area surrounded by a three-lane, low impact, one-tenth of a mile running track. The administration building houses the member services areas including computerized checkin, snack bar, laundry facilities, company store, conference room, offices and complete locker rooms for both members and staff.

Staffing the Club

The goal for selecting the staff was to recruit as many current Wegmans employees as possible with fitness related degrees and experience, through the corporate job posting program. Ninety percent of the staff came from the stores and boast degrees in exercise physiology, physical therapy and other well known fitness specialists' certifications. The front desk staff was selected from service desk store personnel well versed in customer service.

Through a partnership with a local community college we sponsor 10 interns who

are working toward fitness related degrees. These interns provide us with additional fitness floor staffing and fresh insight into new research.

Equipment Selection

The fitness equipment was carefully chosen for both current needs and projected partnering with the company medical department for job conditioning programs and rehabilitation of injured employees. It includes two circuits of state-of-the-art selectorized equipment; free weights and cardiovascular equipment including ergometers; treadmills; steppers; ski machines; rowers; exercycles as well as the latest specialized cross-conditioning equipment. To help members track their progress, a software program has been provided in a computer station located on the fitness floor. The recreation equipment includes portable basketball systems and sleeved volleyball systems that recess into the floor. The aerobics program utilizes a very elaborate sound system providing our certified instructors with a much needed rhythm for our wide variety of classes including the "slide."

Services and Fees

The design and training of the staff encourages cross training and full use of the entire facility by all members. The facility is open seven days a week with a fully staffed fitness area and monitored recreation programs. In addition to one-on-one training in the fitness area, volleyball, basketball, softball and sand volleyball structured recreation leagues are also scheduled. Our certified staff and other professionals conduct healthy lifestyle training, clinics and screenings.

The entire facility is designed for convenience including towel service, locker rentals, intercompany phone service, convenient parking and flex-time scheduling, which is part of our "family friendly" work policies.

The fee structure was based on the number of employees that were projected to join taking into consideration the geographic location of the facility, and the projected operating budget. Payroll deduction is offered for ease of payment and a discount is given for spouses. The membership fees are well below benchmark studies of comparable facilities in the Rochester area.

Marketing Strategy

The initial pre-opening marketing involved using our Employee Communication Division to

develop a direct mass mailing piece to generate preliminary interest when the site was still a "dirt pile." The challenge of the marketing was to reach 13,000 employees in over 35 locations covering Greater Rochester's four counties. Utilizing the staff of The Sports Club and our interns, three visits per site were scheduled to reach all employees of the 24-hour stores' operation. Armed with an artist's rendering, video and information packets, we were able to meet our opening goal by presigning 1,000 members. On-going marketing will include presentations at the store sites that will promote healthy lifestyles including demonstrations with

specific pieces of equipment, video updates through the corporate "Market Report" and print advertising through the monthly newsletter, "Extra."

Deborah Clarke is manager, employee recreation and health services for Wegmans Food Markets, based in Rochester, NY. Deborah came to Wegmans six years ago from co-owning a fitness facility in the Rochester area and has her Masters Degree in education. She is on the Board of Directors for RARES, the Rochester Chapter of NESRA.

Employees Get 'Refueled' at New Health Food Bar

by Yvonne Myles

n employee has just finished a workout in the Wellness Center and needs to "refuel." A busy staffer with just a few minutes to spare wants a quick bite to eat. Another employee wants access to more organic, allnatural foods.

What do these folks have in common? They all looked forward to the grand opening of the Fuel Stop—a convenient snack bar serving light, nutritious meals and snacks, which opened March 13, 1995 in the Wellness Center at Conoco in Houston, TX. It is a joint project of Wellness and Marriott.

"We're excited about this new concept for bringing energy-boosting, natural alternative foods to our

employees," said Mary Sue Tierney, IHS. "We're certain that our morning and noontime participants will enjoy the convenience of having tasty, ready-made food selections right at their fingertips."

The Fuel Stop carries breakfast and lunch items such as bagels with cream cheese, fresh fruit, muffins, cereal and milk. Lunch items include "Choices" sandwiches, soup and crackers, fresh salads and baked goods.

For people interested in tasty organic and all natural fare, Ak-mak™ crackers, natural peanut butter, natural chips, Power BarsTM, sports drinks and fruit smoothies will be available.

Fuel Stop customers who visited during the first two weeks of operation entered several promotional



Fuel Stop at Conoco: Heidi Heard, HR, whips up a fruit smoothie for Heather Bell, Wellness intern, during a mock preview of the new Wellness snack bar, the Fuel Stop. The bar is staffed by Marriott employees. The Wellness department and Marriott are testing the effectiveness of the Fuel Stop for the next six months.

drawings. Prizes included a free therapeutic massage, a sports bottle, meals from the cafeteria or served dining. and a weekend for two at a Marriott hotel.

"We want the Fuel Stop to appeal to a cross-section of employees," Tierney said.

"And we hope that people will check out the entire Wellness facility while they try some new foods during their visit."

The snack bar will be open from 6:15-7:15 a.m., and 12:15 -1:15 p.m., Monday through Friday.



SmithKline Beecham Wellness Rx Facility:

Emphasizing Customer Service and Identifying Trends

by Lisa Kurzeja

n any given day you can walk by the fitness center at SmithKline Beecham's Philadelphia Headquarters and see a handful of employees in the midst of their workout and having a great time! SmithKline Beecham (SB) is one of the

The Wellness Rx Facility is one aspect of the Life Management Center that includes a medical center, health and wellness loaning library, and a "quiet" (stress management) room.

world's leading healthcare companies and is very clear about one of their top priorities...maintaining the health and wellbeing of its people.

In April of 1991, this company added a new method of prevention for its own employees, an in-house fitness center. SmithKline Beecham's Wellness Rx Facility serves approximately 170 members at the Philadelphia location. The Wellness Rx Facility is one aspect of the Life Management Center that includes a medical center, health

and wellness loaning library, and a "quiet" (stress management) room. The goal of the Life Management Center is to provide employees with services and resources along the entire spectrum from illness to wellness.

The Wellness Rx Facility strives to provide professional and personalized exercise programs and services to its members. The Facility is open 13 hours a day, Monday through Friday. It is staffed at all times with degreed exercise physiologists who assess employees' initial levels of fitness, discuss their goals, then develop individualized exercise programs. These programs are regularly checked and updated. Formal re-evaluations and reviews are scheduled every six months.

Programs and Services

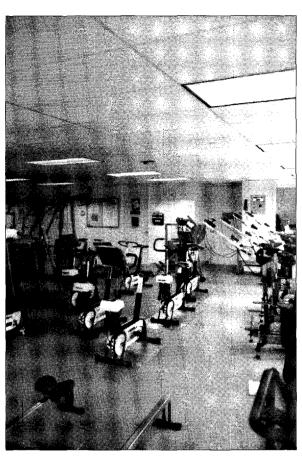
Unlike your typical commercial fitness facility, the Wellness Rx Facility's staff and members feel like a family. The staff cares about each member and the members realize this through the individualized attention they receive. Regular heart-rate checks are done by the staff during aerobic workouts to make sure exercises are within their target heart rate range. Some of the members start their exercise program because their doctor says that their health depends on it. Regularly exercising at the Wellness Rx Facility has helped many of our members improve their health. For example, several members with hypertension lowered their blood pressure so much that their doctors have lowered the dosage on their medication. The staff makes sure that the members who are hypertensive get their blood pressures checked regularly and keep a record of the readings. Employees also reduce their stress by coming to the fitness center and forgetting about their job. It is amazing what a little laughter can do!

If you asked the SB employees what they like

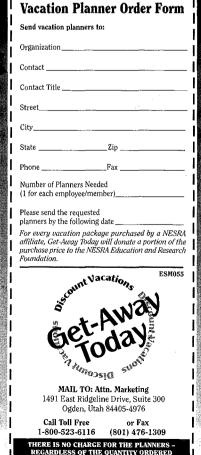
most about the facility, most of them would answer the convenience, the staff and the atmosphere. Having a fitness center in the same building makes it harder to come up with excuses for not exercising. Most members enjoy the convenience of working out during their lunch hour or just being able to grab a workout in the middle of their day. It helps to relieve stress and they can get home to their families without worrying about how they are going to have the energy to get to the gym. This way, employees overcome a few obstacles and adopt a work-out routine and being able to confide in the staff makes achieving their goals easier. The individual attention and support of the staff helps to keep the members motivated to stick to their exercise program and lifestyle changes. The facility atmosphere is not intimidating or competitive. Members feel comfortable just rolling out of bed and coming to the fitness center. It is very friendly and relaxing and sometimes comical.

Nutrition programs are another popular service to help the members achieve the goal of

overall health. Most members are concerned with what they eat and how they can improve their diets. The Wellness Rx Facility staff uses a nutrition software program to analyze members' diets and makes recommendations for modifications. The program provides a printout of the nutritional content for recipes that are inputted. The printout shows members the number of calories and the percent of







The staff works to develop a training program specific to sports such as skiing, golf and hiking. Members come back from a race or a backpacking trip and report how well they performed or how much easier it was climbing that

calories from fat in their favorite recipes. The staff also fields nutrition questions from members informally as they exercise.

One-on-one training and sport-specific programs are another important aspect of the Wellness Rx Facility. The staff works to develop a training program specific to sports such as skiing, golf and hiking. Training for such events helps the member and staff to see results. Members come back from a race or a back-packing trip and report how well they performed or how much easier it was climbing that mountain. This often provides other members with the motivation they need to stick with their own programs.

The staff continually strives to create ways of making exercise fun and interesting.

Incentive contests are the most popular programs for the members. They enjoy the competition of playing games for prizes or just the recognition of being the winner. Most of the contests involve teams. This adds to the spirit as different departments form teams and motivate each other to exercise on a regular basis.

The Wellness Rx Facility also circulates a monthly facility newsletter. This newsletter keeps members informed of facility news or upcoming events. It also profiles the "Member of the Month." Member of the Month is a reward for an individual who has accomplished his/her goals or has demonstrated an outstanding effort. Each member of the month receives a T-shirt, a locker for the month and his/her picture displayed in the facility.

Finally, the Wellness Rx Facility has a retention program for members who do go astray. Any member who has not used the facility for two weeks is called and given support and encouragement to stick with his/her program. If in two more weeks, the member still fails to come in, then a "Miss You" message is sent in the mail. The members are constantly reminded about their exercise program and it helps them to get back on track!

Trends in Member Interests

There are a variety of trends that have been seen in the Wellness Rx Facility over the past year. If you walked into the facility last year, you would have seen a crowd around all of the cardiovascular equipment and maybe one person by the weights. This year the trend has switched to strength training. With the recent articles and news reports about how important

strength training is for your overall health, the members have been lifting more weights. Both men and women are recognizing the results of strength training and how much better they feel and look. While losing weight is still the number one goal of many of the members, people are beginning to see other reasons to exercise. Improving overall health has been a popular choice for starting a new program. Exercising regularly has helped members to become more mentally and physically healthy.

The SmithKline Beecham Wellness Rx Center has seen a slight change in the clientele. More middle-aged women have joined. These women feel comfortable in this facility because of the "no spandex" atmosphere. Membership among younger employees has increased too. Many people don't realize what the facility has to offer until they hear other members talk about it. Word of mouth has increased the variety of people with different goals and interests. This is why the facility is such a fun place to be. The diversity and combination of personalities that attend is enough for a situation comedy. People get the job done, and it's easier when everyone is having fun.

Conclusion

SmithKline Beecham recognizes the importance of promoting the health and wellbeing of its greatest asset—its people. The Wellness Rx Facility helps the company to achieve this by offering a great place to workout, meet wonderful people, relieve some stress, improve one's health and have fun!

Lisa Kurzeja is health/fitness specialist, Montgomery Hospital, Philadelphia, PA. She is contracted by SmithKline Beecham.

mountain.

Membership Numbers Surpass Expectations

At The New Dallas Texins Activity Center



Texins Activity Center opened January 2, 1995: A magnificent 180-square foot brick collage featuring people of all ages represents TI's commitment to its employees—past and present—and their families.

by Margaret Breedijk

F

rom the moment you walk in the front door of the new Texins Activity center, something's different. A magnificent 180square foot brick collage

featuring people of all ages represents TI's commitment to its employees—past and present—and their families. Conceived as the centerpiece of Texas Instruments' Health Excellence Program, the recently completed



Large colorful graphics accent the walls of the multi-use gym, strength and cardiovascular exercise areas and Natatorium, reflecting the range of activities taking place within these areas. The Natatorium houses a six lane, 25-yard lap pool.

Dallas Texins Activity Center is located on a highly visible location at the Corporation's main campus. The Activity Center rests on a six acre, landscaped site that includes the following outdoor amenities: three lighted tennis courts; two lighted sand volleyball courts; full length basketball court; one-quarter mile, cushioned running track; team building area; Par-Course area; an area for future soccer field installation and tie-in to a 2.6 mile, campus perimeter jogging track.

The building's exterior design incorporates many elements of the existing Campus architecture, featuring cast stone details, copper expansion joints and flashing that accent the main building materials of the Campus' standard brick and aluminum curtain wall. While maintaining the integrity of 30 plus years of construction on the Campus, the building's deep, two-story entry porch is the first indication that the function of this building is something other than manufacturing or research, but rather a place for TIers and their families.

Upon entering the building, the use of brick, interior plantings and four large square pyramidal skylights, emphasizes the openness of



This new facility offers plenty of comfortable and colorful places for employees to meet.

Come face to face with Adventure...

We've got a really wild idea for an employee benefit. Experience the adventure of the San Diego Zoo, where you'll come face to face with the world's most fascinating new exhibits and animals — Tiger RiverSM, Sun Bear ForestSM, Gorilla TropicsSM, Pygmy Chimps and Giant Pandas. And during the summer months, enjoy the nightlife the Zoo has to offer. Any way you see it ...it's an adventure you won't want to miss..

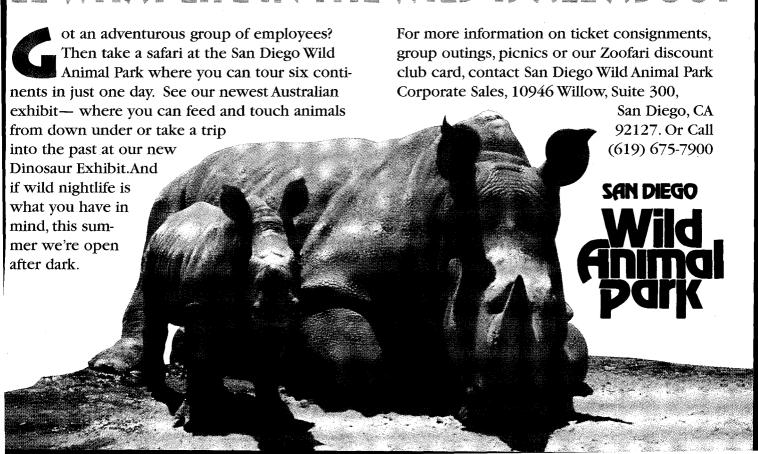
For more information on ticket consignments on group outings or on our Zoofari discount club card,

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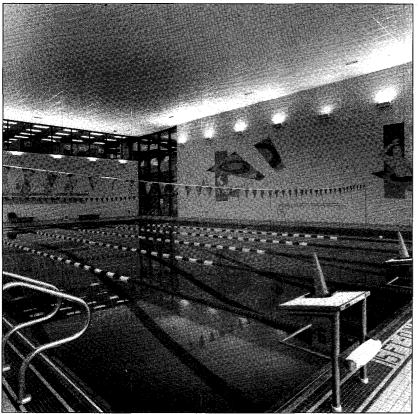
contact San Diego Zoo Corporate Sales, 10946 Willow Court, Suite 300, San Diego, CA 92127. Or Call (619) 675-7900



EE WHAT LIFE IN THE WILD IS ALL ABOUT



DALLAS TEXINS ACTIVITY CENTER



The Natatorium houses a six lane, 25-yard lap pool that is surrounded by a stainless steel, overflow gutter system. The pool utilizes a bromine-ozone sanitation system and is heated by a water source heat pump package that doubles as the source for heat and dehumidification of the Natatorium.

the large lobby atrium. Off the main lobby atrium are the main exercise areas of the building, either opening directly into the lobby or separated by large expanses of glass. The open plan allows the users to enjoy a diverse backdrop of other activities in progress and allows the staff easy visual supervision of the entire facility.

Large colorful graphics accent the walls of the multi-use gym, strength and cardiovascular exercise areas and Natatorium, reflecting the range of activities taking place within these areas. The Natatorium houses a six lane, 25yard lap pool that is surrounded by a stainless steel, overflow gutter system. The pool utilizes a bromine-ozone sanitation system and is heated by a water source heat pump package that doubles as the source for heat and dehumidification of the Natatorium. The pool also offers a 15-foot deep end for use by the Texins Scuba Diving Club. In addition to the main exercise areas, two large aerobic studios with spring supported flooring are available as well as an indoor running track located on the gymnasium second floor perimeter.

The men's and women's locker rooms consist of open, brightly colored spaces with

large locker bays and separate steam, saunas and whirlpools. The locker rooms include large vanity areas with built-in hair dryers, swim suit water extractors and affixed wooden benches.

The Activity Center also provides four conference rooms, one with an adjoining catering area, for clubs and seminars, a "Kid's Room" for short-term childcare, a game room, club rooms and a hydro-static weighing tank located in the Fitness Assessment Department.

The project was funded by Texas Instruments for use by the Texins Association to promote life services for its employees.

Here are some of the trends we've seen so far:

- Overall, membership numbers have surpassed the forecast for the year. We planned to increase membership 5 percent; we've already increased it 7 percent.
- Greater utilization of the general exercise area with increased usage of the leg press, abdominal and back extension equipment. Our fitness staff reports that the members tend to use the Stairmaster 4000s, treadmills and recumbent bikes for aerobic exercise.
- In addition to the 1/4 mile track, the indoor track has been extremely popular for walkers and joggers.
- The spring tennis league has almost tripled in numbers going from 30 participants to 80 due to the three new courts adjacent to the facility.
- The new Kids Room continues to grow, with more parents taking advantage of the child care services.
- The indoor swimming pool is quite popular with all populations of our members...retirees, aquatic exercise classes, competitive swim training, child and adult swim lessons, open swim and SCUBA training.
- Step aerobic classes continue to be the most popular classes.
- We have seen a significant rise in the personal training and massage therapy services. We've gone from three personal trainers to six and we've had to add two massage therapists bringing our total up to three.
- The conference rooms have been booked for meetings and conferences for all areas of TI business.

Margaret Breedijk is manager of customer relations for Dallas Texins Association in Dallas, TX.



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he NESRA Western Region invites you to plan now to attend the 1995 Regional Conference and Exhibit September 14-17, 1995 at the fabulous Disneyland Hotel in Anaheim, California.

The Orange County, San Gabriel Valley and Inland Empire NESRA Chapters promise you a most informative and educational program, great entertainment, fabulous accommodations, and something for the entire family.

Bring the family and enjoy all of the many outdoor attractions that Southern California has to offer, including a special 'length of stay' "Flex Signature Passport" to Disneyland Park. Total cost, \$25 per person, valid 9/13-17. (Must be registered at the Disneyland Hotel.)

Come to the conference ready to enjoy yourself as you attend concurrent sessions such as "Managing the Octopus," "The Mouse That Roared" and "Be the Best You Can Be." The conference will open with a powerful presentation from Renowned Speaker and Author Dr. Rick Brinkman on "Commitment to Excellence." Throughout the conference attendees will learn how to deal with difficult people, how to prevent headaches and colds and how to market your programs effectively to men and women based on understanding how each communicates. Reece Franklin, who was very highly rated by NESRA National Conference attendees will present a two-part session "Write it Right," which promises to deliver a slew of practical tips to make you immediately more effective. Plus there's so many more sessions that will entertain you while they educate you.

"This year it's more than a conference...it's an adventure!" On September 14, 1995, Walt Disney's Magic Kingdom Club will sponsor a special evening private party where delegates will have the opportunity to experience the exciting new Indiana JonesTM Adventure attraction firsthand!

On Friday, September 15, 1995, Knott's Berry Farm is treating conference attendees to an exclusive private event including rides, shows, attractions, food and beverages. On Saturday there will be an unforgettable gala at

the Disneyland Hotel Grand Ballroom sponsored by Universal Studios Hollywood.

Over 150 Exhibitors are expected to attend. There will be individuals representing sporting goods, sportswear, travel and tours, health and fitness programs and equipment, theme parks, family entertainment, auto rentals, resort properties and employee stores and products to name a few. Come discuss innovative ideas to help you enhance your employee services and recreation programs. Be sure to visit the employee store in the Exhibit Hall!

Make your reservations now to attend this spectacular event.

Midwest Regional Conference & Vendor Show

"It's A Mall World After All!"
October 5 & 6, 1995
Vendor Show at Mystic Lake Casino
Conference at the Mall of America
Bloomington, Minnesota
For more information contact:
Sue Shepherd (612) 459-1482

Come to the Mall of America to shop for an array of employee services!

Based on past MERSC vendor shows, over 600 guests are expected to attend this year's vendor extravaganza! Everyone will want to see the latest offerings in employee programs, new discounts and fresh vacation properties.

Session topics will address "How to Add Zing to Your Special Events!;" "Don't Let Those Difficult People Get You Down!;" Are You the Bologna Between the Bread?— Caught in the Middle of the 'Sandwich Generation;" "He said...She said..."— Gendor differences create communication challenges;" and "Signing on the Dotted Line"—tips for negotiating contracts.

Special highlights include a dynamic keynote address: "Leap Off the Fast Track—Land on Your Track" and a high-spirited general session led by Mike Veech, president of the Saint Paul Saints: "Having Fun Playing at Life." Plus you'll make great contacts during a peer discussion on the topic of "How to Get Management Support For Employee Services."

During your free time, you'll enjoy line dancing, Twin Cities Sightseeing and Top-of-the-Line Entertainment and of course, shopping at the Mall of America!

NESRA 1996 Southeast Regional Conference

Dave Bell (407) 826-7433

"In Search of New Horizons for the 21st Century with ES&R"
February 15-17, 1996
Clarion Hotel
Orlando, Florida
For more information, contact:
Cindy Jameson (813) 579-8600 or

We are all "In Search of New Horizons for the 21st Century with ES&R." Prepare yourself for the new millennium by attending the Southeast Regional Conference on February 15, 16, and 17, 1996 at the Clarion Hotel in Orlando, Florida.

Each day will begin with a dynamic, nationally-renowned general session speaker. Concurrent sessions will follow, focusing on education, information and recreational topics. Come and learn important product information and discuss specific needs with industry experts at The Marketplace Expo and Exhibit Hall. Topping off each day's events will be an exhilarating experience sponsored by either Universal Studios of Florida, Disney World or Sea World of Florida.

Limited space is available. Make your reservations now by calling Cindy Jameson at (813) 579-8600 or Dave Bell at (407) 826-7433.

Don't miss this information-packed conference in sunny Florida. Call Now!



Ease Your Fear

Of Coordinating a Pre-Retirement Planning Workshop

art of the fun and the challenge of being part of a human resources department is that you never know what you will be asked to do next. Since handling company benefits is a part of many of our job descriptions, it's almost a sure bet that eventually you will be asked to handle retirement benefits and plan pre-retirement workshops for employees. If that job has fallen to you and you're screaming, "Where do I start?," "What do I cover?" and "Who can I call for help?" read on!

Target Your Audience

Planning a pre-retirement workshop will be easier if you break the work up into several steps. First, you must decide who will attend your program. Will the workshop be geared to those within 10 years of retirement age or will it be offered to all employees regardless of age? You may want to offer separate workshops for different age groups. Who will give the workshop and how much time can be devoted to its development must also be taken into consideration. Budget restrictions may limit what you are able to offer.

Second, goals and objectives should be outlined for the program. Usually the main objective is to explain the company's retirement benefits but workshops shouldn't stop there. Information on housing choices, budgeting, tax information and leisure activities should be offered to provide a more complete picture of



By selecting the right speaker who can deliver reliable information, you can help employees prepare for sunny days ahead.

what retirement will be like. Providing this extra information will point out what resources the individual may be lacking so that they may better plan. Covering these topics requires a lot of research but results in a comprehensive workshop that really helps employees to plan correctly.

Four Main Topics

After deciding on audience and program goals, begin outlining the content of the

by Debbie Friedman

workshop itself. There are four main topic areas that should be covered: 1) company benefits, 2) financial planning, 3) lifestyle choices and, 4) retirement resources.

Dividing the workshop into these four topic areas provides convenient breaks in the

workshop schedule. If a two-day workshop is scheduled, one topic can be covered each morning and a second topic each afternoon. If a one-day workshop is planned, two topics can be covered in the morning session and two in the afternoon.

Topics to Cover

- 1. Company Benefits
 IRAs
 Company Retirement Fund
 Medical Insurance
- 2. Financial Planning
 Budgeting
 Social Security Benefits
 Medicare
 Investing
 Taxes
- 3. Lifestyle Choices
 Housing Choices
 Leisure Activities
 Travel
 Health
 Education
 Volunteer Opportunities
- 4. Retirement Resources
 Federal Programs
 State Programs
 Legal Services
 Part-time Work

Company Benefits

The first topic area, company benefits, should cover the company's retirement plan, company offered IRAs or savings plans and the extension of medical insurance coverage into retirement (if that is an option).

Any workshop should contain very specific information about company benefits. Your retirement fund, insurance company and/or medical provider should be able to furnish you with a speaker to cover this topic.

Many insurance companies and retirement funds go far beyond just an explanation of benefits. Ask your provider what topics they cover and in what detail before you

begin to plan your own. If possible, attend one of their presentations at another organization so that you can see what they do. Make sure your provider(s) covers such topics as disability, death benefits, surviving spouse benefits, taxes, medical coverage costs and early retirement incentives (if available).

Financial Planning

After company benefits have been discussed, the next logical topic is financial planning. Since most of us are not financial geniuses, you may want to invite an investment advisor and/ or an estate planning attorney to speak at part of the workshop.

Budgeting, Medicare and Social Security benefits should also be covered during this segment of the workshop. Local community colleges may be able to provide help with the budgeting segment of the program. Social Security/Medicare provides literature and/or speakers to explain benefits. They can be reached at (800) 772-1213.

The last subject to cover as part of financial planning is taxes. The Internal Revenue Service offers several free informational booklets of interest to retirees. These booklets can be ordered in bulk by calling (800) 424-3676. The Internal Revenue Service also offers free tax counseling for the elderly at (800) 829-1040.

Lifestyle Choices

The third topic area to cover is lifestyle choices. While retirement itself is a change in lifestyle, many of these changes can be prepared for through financial and emotional planning. Invite a psychologist, counselor or therapist to speak about the emotional changes that occur with retirement and how to prepare for them. Health changes should not be overlooked as a

Elderhostel

75 Federal St. Boston, MA 02110 (617) 426-8056 (for a catalog)

Home Equity Information Center American Association of Retired Persons

1909 K St., NW. Washington, D.C. 20049 (For information on reverse mortgages)

Internal Revenue Service

(800) 424-3676. Request any of the following informational booklets:

- 524 Credit for the Elderly or for the Permanently and Totally Disabled
- 554 Tax Information for Older Americans
- 559 Tax Information for Survivors, Executors and Administrators
- 575 Pension and Annuity Income
- 910 Guide to Free Tax Services

Dial (800) 829-1040 Tax Counseling for the Elderly Program (free)

Medicare

(800) 772-1213

Social Security Administration (800) 772-1213

part of the emotional changes in a senior's life. Provide information or a speaker to talk about diet, exercise and health risks for the elderly.

Housing is also an important consideration at retirement. Choices range from maintaining current residence to moving to a retirement community in another state.

Retirement doesn't mean just staying home and watching the world go by anymore. Most seniors lead very active lives. Provide information from the local community college about educational opportunities. Contact the local park district or YMCA to find out what types of craft and hobby classes are offered. Check under "volunteer" in the yellow pages or at the local library to see what kind of volunteer choices are available in your community.

Address travel opportunities in the retirement planning workshop. Contact local travel agencies to see if there are discounts for seniors. Elderhostel, an educational program for older adults, provides academic and travel opportunities at educational institutions around the world. A catalog of programs available can be ordered from Elderhostel by calling (617) 426-8056.

Retirement Resources

The last topic to be covered in the workshop should be retirement resources. Seniors may be eligible for many discount programs on both the state and federal level. For instance, Illinois has a program called the automobile insurance discount program for people age 55 and older. The program offers classes that, if passed, allows insurance companies to give discounts on auto insurance premiums. Call your Secretary of State's office to see what is available for seniors in your state. City and county health departments may also offer discounted programs for seniors.

The federal government also has programs for senior citizens. "Action" is a federal program that combined the Senior Companion Program, the Retired Senior Volunteer Program and the Foster Grandparent Program in 1971. It can be found in your local phone directory.

Area Agencies on Aging are also good resources for retired persons. These agencies are funded by both the federal and state governments, serving as resource centers for information and assistance to the elderly. They can provide you with a list of local and state

For Further Reading:

- The Retired Investor's Guide to Financial Security, John W. Cookston, Prentice-Hall, Inc. Englewood Cliffs, NJ, 1983
- Handbook of Estate Planning, Robert A. Esperti and Renno L. Peterson, New York: McGraw-Hill, 1985 (revised edition)
- Adventures Abroad—Exploring the Travel/Retirement Option, Allene Symons and Jane Parker, Publishers Group West, San Francisco, CA, 1991
- Planning for Long Term Health Care, Harold Evensky, Houghton Misslin Co., Boston, MA, 1990

resources for seniors. Your local area Agency on Aging can be found in your phone directory.

Conclusion

Gathering all of the resources listed in this article will provide you with a sound research base upon which to build your pre-retirement workshop. Remember that the program will only be as good as your research, so have fun, learn something new along the way, and good luck!

Debbie Friedman is a procedure writer at the Illinois Municipal Retirement Fund in Oak Brook, Illinois.



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Telecommuting: Creating A Nation of Isolates?

Although there are many advantages to telecommuting for employees, there are some strong disadvantages, which will affect the social nature of work.

by Walter L. Polskv he Federal Clean Air Act mandates that employers reduce driving by workers. More people working at home will lessen pollution and help attain compliance of the law. For the employee, telecommuting eliminates the stress, time and cost of commuting.

Working at home is less expensive for employers. It is cheaper to pay for the technology needed at home than it is for office space. It is also far less expensive to accommodate the needs of the disabled at home than to rebuild for workplace access. In addition, it is less costly because of the increase in efficiency (fewer social interruptions) and productivity (although some juries are still out on this one). Furthermore, telecommuting can help retain top performers who are pressured by family responsibilities, and employee retention is far less expensive than hiring and training new employees.

Telecommuting Is In Demand

For the employee, there is much more personal autonomy. People like having the choice of telecommuting. The employee can dress as s/he pleases, eat when and where s/he

chooses and work more flexible hours. S/he is in command of her/his work space with more lighting and temperature control and no lines at the coffee, copying or fax machines. There can be tax advantages also. And the boss is not looking over her/his shoulder. It's safer, too. It is far less likely that s/he'll have an accident or get killed walking from the breakfast area to the home office.

Link Resources says that today 40 million people work at home. Some theorists predict that by the year 2000, 50 percent of workers in the U.S. will telecommute.

Potential For Disaster

If the number of people working at home continues to show such explosive growth, the ramifications of this alternative work style could be disastrous.

With the small percentage of the workforce working at home now, there are already numerous disadvantages noted. Some people who have tried to balance child supervision with working at home find that children can disrupt concentration more than office interruptions. Children are thrilled to have a parent at home and see him/her as a playmate, so children are apt to want attention any time and often. In addition, telecommuters have found that they still have to pay for childcare and resolve the

consequent feelings of guilt. Many also fear that the child feels rejected when the working parent is visible.

Another disadvantage is that when you connect your house to the office, you also let the office into your house. The stress you ordinarily feel at the office is now at home every day. Your family can feel and hear the tension and they get tense too. With a build-up of pressure, you either lash out at them or they walk on eggs. The atmosphere is not good.

Then there are legal and compensation issues. What about overtime, at-home injuries, insurance and protection of equipment as a company asset?

No Longer Known

Telecommuters worry that their careers are in jeopardy because they are not seen and because they are no longer "in the know." Many managers don't trust what they don't see. They have not been retrained on how to increase their comfort level with what they don't see, or how to monitor and guide those at home, or how to increase or create innovative communication techniques to satisfy telecommuters and themselves. How many managers know how to empower (let alone promote) employees they never see?

However, the most devastating consequence of large numbers of telecommuters is a psychosocial issue, that of isolation, creating a nation of isolates. People are social beings with a visual orientation. They want to see and sense the people they deal with. They learn more visually. In communication, they attend mainly to body language that they can't see via E-mail.

In the new structuring of corporations, we are striving for cooperation, not competition, and understanding of cultural diversity among workers—in essence, a cooperative sense of neighborliness. In addition, people tend to make their friends at work and through their religious affiliation. Membership in some organized religions has declined and soon many people won't find their friends at work because they won't go there either.

PC Prisoners

Social interaction plays a vital role at work. People gain energy from other people, relieve stress by venting, solve problems and have fun. Many workers stay in their jobs because of loyalty to the people, not the company. Neither videoconferencing, the future videophone nor

integrated multi-media will take up the slack because people need to see and sense.

What happens to people who isolate themselves behind a personal computer? In time, they increase their isolation, get comfortable with it, stop trusting others, decrease cooperation and lock themselves in. This will be disastrous to a diverse society that needs to promote understanding and respect through communication and trust. It will impact the crime rate, community service, ability to increase communication skills to deal more effectively with customers, creativity and basic social values.

Working out of the home has been successful for entrepreneurs, some salespeople and sales managers for many years. These workers tend to be independent self-starters. Their social needs are met from visiting customers and subordinates. They constitute a small percentage of the total workforce.

Think about everyone on your block, including you, working at home, behind a PC all day long, no face-to-face contact. If that scenario persists for years and is your neighborhood's general pattern, what do you think the next block party would be like? Will anyone attend?

Imagine the impact this can have on employee services and recreation programs. Will anyone bother to come to a function from their home offices? Will people even want the social interaction of programs?

Walter L. Polsky is chairman and CEO of Cambridge Human Resource Group, Inc. and cofounder of Outplacement International, Inc. (OI), the third largest outplacement organization with 100 offices worldwide. Located in Chicago, Cambridge|OI specializes in executive outplacement, mid-management outplacement, plant closings, downsizings and restructurings; survivor/revitalization programs; performance counseling; and organization development.

NESRA encourages its readers to send their reactions to this article and their comments of how employee services programs can address this issue of increased isolation to Cindy Helson, NESRA Headquarters, 2211 York Road, Suite 207, Oak Brook, IL 60521-2371 or fax them to (708) 368-1286.

Think about everyone on your block working at home, behind a PC all day long, no face-to-face contact . . . what do you think the next block party would be like?

Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

A "How To" Approach to Event Production, Marketing and Sponsorship

Employee club members, corporate special event planners and fair/festival planners will find this 108-page innovative, comprehensive, creative guidebook a useful tool for planning special events. *Special Events: Inside & Out* offers the following information and materials:

- a start-to-finish master plan
- budgeting and proposals
- · committee structures
- · securing sponsorships
- · publicity and advertising strategies
- working with volunteers

				— -
Please send me copies of Special Events: Inside and handling.	& Out at \$18.9	95 plus \$2.00 i	for postage	
Name				_
Company	:			
Address				
City	State	Zip		_
Phone () Total Amount Enclosed \$			-	_

Send check & order form to:
National Employee Services &
Recreation Association
2211 York Road, Suite 207
Oak Brook, IL 60521-2371

Health promotion

Worksite Health Promotion "Bottom-Line" Facts and Figures

Compiled by Steven Blair

U.S. National Health Care Costs

- Steelcase showed that medical claims costs were 55 percent lower for corporate fitness program participants than nonparticipants over a six-year period—an average of \$478.61 for participants vs. \$869.98 for nonparticipants.
- —The American Journal of Health Promotion, Louize Tze-ching Yen, et al, September/October 1991, The Economic Benefits of Regular Exercise.
- The Coors Brewing company saved \$1.4 million over six years from lower health care costs as a result of starting a corporate fitness program.
- —American Journal of Health Promotion, September/ October 1989, The Economic Benefits of Regular Exercise.
- National health expenditures nearly tripled since 1981, rising from \$287 billion to an estimated \$817 billion this year.
- —American Journal of Health Promotion, Senator Tom Harlein, May/June 1992.
- Of the total expenditures in this country, approximately 96 percent is spent on treatment of illness and only four percent on disease prevention and health promotion.
- —Johnson and Johnson Health Management, Inc., 1991, O'Donnell and Ainsworth, 1984.

U.S. Corporate Health Care Costs

- Two-thirds of the companies surveyed felt that the long-term savings achieved from a wellness program would exceed the cost.
- —Health Action Managers, Noble Lowndes, October 1990.

- In 1993, the total bill will reach \$1 trillion, and the employees share will have increased to 35-40 percent, or \$350 to \$400 billion.
- —Fitness in Business, Robert L. Kaman, Ph.D., FAFB, and Jason Huckaby, M.A., December 1988.
- Coors' program earns a \$6.19 return on every dollar invested in wellness. Health care costs at Coors rose 5.9 percent from 1988 to 1989.
- -Health Action Managers, October 25, 1990.
- While costs grow at a constant rate over the time period of analysis, after an initial start-up expenditure, benefits grow slowly early in the program, but then accelerate rapidly as the interventions begin to take effect.
- -Fitness in Business, Robert L. Kaman, Ph.D., October 1987.
- In general, overall medical costs per worker have decreased in response to program initiation.
- —Fitness in Business, Roy J. Shephard, M.D., Ph.D., December 1987.

Absenteeism

- At General Electric in Cincinnati, exercisers were absent from work
 45 percent fewer days than nonparticipants.
- —WELCOA, 1823 Harvey Street, Suite 201, Omaha, NE 68102.
- Employees who exercised at the Traveler's Taking Care Center in Hartford, CT were absent less often than employees who did not

7

Here are

facts and

figures that

support the

benefits of

fitness

programs in

terms of

cost savings,

reduced

absenteeism

and

improved

productivity.

Use these in

your next

report.

W

Northern Gas

Company employees

who are in a

corporate exercise

program have 80

percent fewer sick

days than nonexercising

employees.

become members of the fitness facility.

—WELCOA, 1823 Harvey Street, Suite 201, Omaha, NE 68102.

- Dupont reduced absenteeism by 47.5 percent over six years for its corporate fitness program participants.
- —Economic Benefits of Regular Exercise, Health Behaviors, D.W. Edington, Ph.D., March 1992.
- Control Data saved \$1.8 million over seven years due to reduced medical claims and absenteeism after beginning a fitness program.
- —Economic Benefits of Regular Exercise, Health Behaviors, D.W. Edington, Ph.D., March 1992.
- —National Wellness Institute, Joe Opatz, 1987.

- The influence of seven behavioral risk factors on absenteeism and health care costs was assessed among 45,976 industrial workers. Compared with low-risk employees, high-risk employees have significantly more annual illness days and higher related costs for six of the risk factors: Smoking, high alcohol, obesity, high cholesterol, high blood pressure and low seat belt use.
- —Journal of Occupational Medicine, Robert L. Berteva, November 1991.
- Northern Gas Company employees who are in a corporate exercise program have 80 percent fewer sick days than non-exercising employees.
- —Health Promotion and Education Programs, Riverside Occupation Health Services, 1991.
- General Mills found that participants in its employee fitness program had a 19 percent reduction in absenteeism compared to a 69 percent increase in nonparticipants.
- —American Journal of Health Promotion, February 1989, The Economic Benefits of Regular Exercise.

Productivity and Employee Turnover

- Workers involved in the NASA fitness program had significantly more positive attitudes toward work and less job related stress and felt they contributed more to the success of work-related projects.
- —Fitness in Business, William J. Rudman, Ph.D., August 1987.
- Bernacki and Baur noted that a positive relationship existed between adherence in the company's health and fitness programs and job performance as reported by job supervisors.
- —Fitness in Business, Roy J. Shephard, M.D., Ph.D., December 1987.



■ In the Canada Life Assurance Study...Prior to introduction of the employee fitness program, turnover amounted to 18 percent per annum. In the year immediately following introduction of the program, the turnover among regular program adherents dropped to 1.8 percent.

—Fitness in Business, Roy J. Shephard, M.D., Ph.D., December 1987.

■ Improve Decision-Making:

"Executives who work out regularly are actually better decision makers. Dr. Gavriel Salvendy (of Purdue University) tested decision-making capabilities of 80 people over a nine-month period of time. At the end of the test period, the fitness level of the exercisers had risen 22 percent, while the ability to make complex decisions had increased 70 percent over that of the non-exercisers."

—Robert J. Brosmer, Deborah L. Waldron, Health and High Performance, 1991, *The Economic Benefits of Regular Exercise*.

- Boost Morale: In a study by Saatchi & Saatchi Advertising, 63 percent of employees enrolled in its fitness program cited improved productivity and 75 percent said it boosted morale.
- —Good Health Good Business, Johnson & Johnson, Second Quarter, 1990, *The Economic Benefits of Regular Exercise*.
- Satisfy Employees: "(Fitness)
 Programs may help attract and
 keep good people. They are a
 benefit many employees want."
- —Business & Health, Louise Russell, February, 1989, *The Economic Benefits of Regular Exercise*.

■ Reduce Turnover: Toronto Life Assurance found that employee turnover during a 10-month period was substantially lower for program participants than for non-participants—1.5 percent versus 15 percent.

—Economic Benefits of Enhanced Fitness, Roy Shepherd, 1986, The Economic Benefits of Regular Exercise.

Steven Blair is director of epidemiology of the Cooper Institute for Aerobics Research in Dallas, Texas.

If you've developed the same type of facts and figures to show involvement in your fitness, recreation or employee services programs positively affect costsavings, absenteeism, turnover or productivity, please send a copy to NESRA Headquarters, 2211 York Road, Suite 207, Oak Brook, IL 60521-2371 or fax your figures to the attention of Cindy Helson (708) 368-1286. Hundreds of NESRA members have great success stories. NESRA wants to tell your story.

If you are doing research in the area of proving the value of employee services, fitness or workl life programs, contact Cindy Helson at NESRA Headquarters (708) 368-1280 to find out more about NESRA's Education and Research Foundation, which can provide grants for research projects.

"... At the end of the test period, the fitness level of the exercisers had risen 22 percent, while the ability to make complex decisions had increased 70 percent over that of

the non-exercisers."

Effective Strategies of Sony's Family Centers



are balancing multiple responsibilities at work and home. If you are fortunate enough to have access to the company store...you know the meaning of convenience." says Lori DuBois who is responsible for the marketing, communications and promotions for Sony's employee stores ("Family Centers") at Sony Electronics Inc. in Montvale, NJ. We spent a few moments with her to learn about a company that successfully operates a network of 14 stores.

ost people in

the work-

force today

In 1982, Sony recognized a need to provide employees a benefit that would prove meaningful and successful. That employee benefit was an employee store named the Sony Family Center (SFC). Today, Sony Electronics Inc.'s employee base of approximately 26,000 have access to 14 Sony Family Centers (SFCs) nationwide. As one of the company's most visible benefits, each SFC is committed to offering employees the convenience of quality merchandise at a good value.

The Sony Family Center features a large selection of Sony owned products and a line of Sony logo merchandise. Recently, the center expanded its offerings to include external merchandise programs (appropriately titled non-Sony merchandise). Non-Sony merchandise is best described as impulse gift items that change from month to month.

The Sony Family Center is approximately a \$40 million division with estimates of \$850,000 in non-Sony merchandise sales alone. One of the keys to its success is careful attention to customers' needs.

At the Sony Employee Store, the employee store staff believes that the store belongs to the employees. Whether the customer spends \$5 or \$2,000, every sale is important and

warrants respect and urgency. "An 'important' customer is a happy and loyal customer, " says DuBois.

She attributes the stores' success to other factors as well: "I found a key is to strategically maintain a balance of promotions and merchandising concepts that promote image, quality, variety and VALUE."

Promotion Ideas

"We encourage specials and promotions to bring those 'important' customers back into the store. The right promotion can ignite contagious curiosity to promote increased foot traffic and sales," comments DuBois.

For instance, a 10th Anniversary celebration for one of the stores featured a contest titled "The top 10 reasons why you shop at the Family Center."

Employees submitted a one-reason entry in person at the store. Ten one-liners selected were rewarded with a special prize. Additionally all participants were automatically enrolled in a special prize raffle. On the anniversary date, the balloon-laden store was crowded as employees anxiously awaited the unveiling of the Top-10 list announced by the CEO and the raffle winners. In conjunction with the times, the No. 1 reason selected was "B-Sales at the store are like a box of chocolates...you never know which one you're gonna get." (B-sales are refurbished Sony Consumer product goods that offer an additional price reduction and are in limited supply.)

Refreshments were available and an award was presented to the store manager to commemorate the event.

Other anniversary celebrations feature a custom instant scratch-off game card that awards lucky winners a special prize. Participation requires the employee to visit the store. In addition to hourly raffles, we held a contest for employees to submit a guess of total sales figures that took place on opening day at the store. Employees were excited to see

An interview
with Lori
DuBois who is
responsible
for the
marketing,

communications

and

promotions

for Sony's

employee

stores.

if they were among the winning names.

Throughout October DuBois holds a "Monster Madness:" A Sony Tape and Energy (battery) product promotion. DuBois conjured up this theme to celebrate the introduction of a new display for tapes and batteries.

This event featured an assortment of specially priced tape and battery offers introduced by a "friendly" Frankenstein-like green monster. To promote the sale, store managers used merchandise raffles and a free Monster Madness T-shirt offer.

The event was sponsored by Sony's Recording Media and Energy Division and resulted in a 75 percent sales increase over the prior year.

Sony Imax Theater is another good example. To promote the sale of movie premium items and ticket sales at the theatre, the stores featured another "enter-to-win" raffle. Early sign posting helped out tremendously.

Notably, there's nothing new about a raffle concept...however, raffles make the visit to the store an added positive experience.

Advertising

Most firms have established cc: mail or E-mail as a communication mechanism. Sony's cc: mail system offers a variety of news updates to employees who have access.

"To take it a step further I established a designated bulletin board for the Family Center. This provides employees instant access to our store updates—eliminating scrolling through numerous communications. Essentially, it put us out front promoting visibility."

She suggests, "A hotline is another good mechanism to promote specials at your store."

Merchandising/Buying

DuBois' philosophy is: "Merchandising begins when you buy—not after."

DuBois offers the following advice: "Consider consumer demand, quality, and verify that the item is priced right in comparison to alternative markets. Most important, consider how it relates to what you already have in the store. If the merchandise under consideration passes this checklist, then it's truly a value that's appropriate for your store.

DuBois urges store managers to constantly evaluate their store's image. "Walk through and assess the visual image your store offers. Shelf by shelf ask yourself how would you rate the overall merchandise cleanliness and appearance and variety?"

"Ask yourself, is your store layout strategic and are your products well merchandised? Do your products have any silent salespeople to help them (i.e. promotional signage, or a video commercial)? What statement does your store layout make?"

Sony's image is often renowned worldwide for quality. Every company large or small should take pride in their company image. DuBois uses this premise when qualifying a supplier for the Family Centers. "After all, the suppliers we select are contributing towards the image of the store," says DuBois. "Only those suppliers that do not compromise quality for price with quality standards are eligible for consideration. This practice has proven successful thus far."

Value vs. Bargain

Should price be a priority? "Compromising quality for price isn't worth the shelf space," insists DuBois.

"Our employees are juggling hectic schedules and budgets and looking to find appropriate merchandise quickly that is priced right—in other words, they're looking for value."

Priced right means "it stands competitive against the outside market. Remember, the greatest benefit to the store is convenience."

DuBois' strategy is to bring in specific supplier merchandise on a temporary basis for approximately 3-6 months and then introduce another. This enables her to determine the success of the program based on the sales response.

However, there are a number of suppliers that have a continuous presence at the Family Center as on-going promotions—because they are in high demand (i.e., picture frames, books and film).

Teamwork Beyond the Store Door

To eliminate excess ordering and to maximize networking among all 14 stores, DuBois schedules a swap meet a number of times during the year to circulate slow-moving merchandise among stores.

At Sony, stores work together in a buddy system to split orders with one another. This allows them to qualify for quantity discounts and to save on shipping.

DuBois
schedules a
swap meet a
number of
times during
the year to
circulate
slow-moving
merchandise
among

stores.

 \blacksquare

"We

challenged

each store to

submit a

before and

after' photo

of a

merchandise

display . . ."

Buddy systems work between stores and they're also successful between lateral departments. For example, a few years ago, the stores recognized the need to offer a recycled paper shopping bag in lieu of the plastic bags.

The new bags had the potential of enhancing the store's image, being environmentally friendly and offering advertising power, however they also posed a significant increased cost.

DuBois approached a Sony Retail Division to suggest both groups join forces. The result was a recognized new bag design with quality paper and a volume order that reduced costs significantly. The teamwork paid off.

Contests Among Stores

Keeping in line with constant improvement and constant communication among the

stores, store managers recently participated in a "makeover" contest.

It encouraged store personnel to tap their creativity and to revitalize lifeless displays.

DuBois explains, "We challenged each store to submit a 'before and after' photo of a merchandise display. This meant that they had to come up with an exciting new theme and create a new display that would compete against their colleagues'. The winner would receive \$100 worth of products from a specific supplier."

This type of contest is a wake-up call. It stirs creativity and fun while it improves displays.

"Remember," says DuBois, "strategic planning coupled with creativity can progress your store to new heights that you may have never dreamed possible."

TAKE A MOMENT TO SAVE YOUR LIFE.



JUMP START® by Robb Armstrong

even million Americans do not know that they have diabetes. You can have the symptoms of this serious disease and not know it. If you're Black American, Hispanic or American Indian you're at even greater risk of developing diabetes.

A simple eight-question test from the American Diabetes Association can alert you, and maybe save your life.

Take the test. Know the score.

For a free copy of the Diabetes Risk Test, call your local American Diabetes Association affiliate office.

A

American
Diabetes
Association

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Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

Arthur E. Kosches Corp.

625 S. Hill St., Ste. 248 Los Angeles, CA 90014 (213) 623-3340 (213) 624-9743 (213) 624-4436 FAX Contact: Jack Chan

Affordable birthstone jewelry for all months in 14K gold. Also available are 14K gold bracelets, chains, earrings and pendants; and silver bracelets, chains, earrings and pendants.

Creative **Learning Group**

6 Westchester Plaza Elmsford, NY 10532-1611 (914) 592-3344 (914) 592-3546 FAX Contact: Nicholas Castellano

Educational products including the Strategizer, a program to improve organizations and planning skills, made available at special discounted prices through employee benefit programs.

El Monte RV Center

12061 E. Valley Blvd. El Monte, CA 91732 (800) 367-3687 (818) 443-3549 FAX Contact: Moz Dhanani

El Monte RV Center is open seven days a week with special pricing for corporate accounts and a full range of motorhome sizes ranging from 20'-34' in a fleet of over 1,500 motorhomes. Major gateway locations include Los Angeles, San Francisco, Orlando, Florida and Bellingham Area, Washington (near Canadian Border).

Executive Tour & Travel Service

407 N. Wild Olive Ave. Daytona Beach, FL 32118 (800) 272-4707 (904) 255-1292 FAX Contact: Kevin Quinn

Executive Tour & Travel Service is a wholesale fullservice travel agency offering discount vacation packages for individuals and increase sales by groups. We specialize in vacation offers for Bahamas Cruises, Orlando, Daytona Beach and Las Vegas, ie: a 5 day/4 night land and sea vacation is only \$298 for two adults.

J.R. Specialties.

6530 W. Glendale Ave. Glendale, AZ 85301 (800) 94-LOGOS (945-6467) (602) 939-5520 (602) 939-5212 FAX Contact: J. R. Roren

We assist employee stores and associations to expand their market share and implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a track record of proven results. Free consulting is done on a oneon-one basis.

Update your '95 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:

- Buena Vista Suites/Caribe Royale Resort Suites (hotels) new contact:
- Days Inn Airport North (hotels) new contact: Bonnie Mathias
- Days Inn Lake Buena Vista Resort & Suites (hotels) new contact: Carole Reeves
- Frito-Lay, Inc. (merchandise) new contact: Bud Hand, phone: (214) 334-5493
- Kona Kai Plaza Las Glorias (hotels) new contact: Sue Watts
- Lantern Bay Resort (hotels) new contact: Don Addison
- RSG Publishing, Inc. (family) new address: 40512 Ann Arbor Trail, Ann Arbor, MI 48170
- Formerly Twin Towers Hotel (hotels) new name: Radisson Twin Towers Orlando, new contact: Caroline Farnham.
- Sportswear Unlimited (Sportswear) new address: 340 Lexington Ave... Mt. Kisco, NY (914) 666-9200, (914) 666-9203 FAX
- United Artists Theatre Circuit, Inc. (family) new contact: Joanne Dunn
- Vistana Resort (hotels) new contact: Cathy Duncan

V Konica Quality PhotoWest

18250 S. Euclid Fountain Valley, CA 92708 (800) 945-6642 (714) 549-0500 (714) 549-9178 FAX Contact: Tony Scaran

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products

including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

Perks Unlimited

153 Main St. Sayville, NY 11782 (800) 727-3757 (516) 589-0135 (516) 589-0264 FAX Contact: Lisa Alles

Perks Unlimited, Inc. is a national provider of FREE custom-designed discount programs to hospitals, corporations and schools, etc. Call for more information.

▼ Yarborough Time Ltd. Awards Etc.

24 Finance Dr.
Commerce Park
Danbury, CT 06810
(800) 431-1582
(203) 790-7444
(203) 778-8717 FAX
Contact: Amy Whalen

Prime manufacturer of customized award products. Awards programs for safety, years-of-service, quality, commitment, sporting events, fundraising, imprintwear, T-shirts, hats, sweats, ad specialties, key tags, pins, engraving specialists.

Free Facts

For more information on the products/services advertised in this magazine, call or fax your request for more details.

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<u>Advertiser</u>	<u>Page</u>	<u>Advertiser</u>	<u>Page</u>
Buena Vista Suites/	Orlando	Ramada Suites at Ta	ngo Bay
Caribe Royale Reso	rt Suites	(407) 239-0707	
(407) 239-8588		(407) 239-1665 FAX	CIII
(407) 239-1401 FAX	32		
		San Diego Zoo/San D	iego Wild
Cycle-Safe, Inc.		Animal Park	
(616) 538-0079		(619) 675-7900	
(616) 538-6223	27	(619) 675-7911 FAX	21
Get-Away Today		Konica Quality Photo	4. 所提書6. 其聖
(800) 523-6116	Security Halland	(800) 945-6642, (800) 283-065	3
(801) 546-6472 FAX	17	(714) 549-9178 FAX	
Oneida Silversmith			
(315) 361-3211			
(315) 361-3608 FAX	9		



The NESRA Education & Research Foundation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send	a tax-deductible donation to the NESRA Education and Research Foundation! My donation is
for the following amount	
□ \$25 □ \$50	□ \$250 □ \$500 □ \$750 □ \$1,000 □ other: \$
My organization is involved	yed in a corporate gift-matching program: \Box yes \Box no \Box I'm not sure.
Send your donations to:	NESRA Education and Research Foundation
	2211 York Road, Suite 207, Oak Brook, IL 60521-2371

Thank you



Waterproof Clothing Is Functional

Waterproof garments, such as those worn at the Olympic Games in Barcelona by British teams, use technical methods to achieve distinctive designs and fabrics that will be functionable as well as fashionable for golfers and other outdoor sports for men and women.

The golf clothing is lightweight and breathable

and is said to give unparalleled freedom of movement and comfort.

For more information, contact Walrus Waterproofs Ltd., Mersey St., Bulwell, Nott. NG6 8JA, England, 011 44 602 277736, Fax 011 44 602 770283.

v Personal Finance Software

E rnst & Young LLP introduces
PROSPER™, a personal financial counseling software package available to guide employees when charting their financial future. It is a planning tool that provides the valuable guidance of a professional

financial counselor through a user-friendly software package.

An individual can quickly compute a single analysis, such as comparing different loan packages, or prepare a comprehensive lifetime plan.

For more information contact Ernst & Young LLP, (212) 773-1089.

V Customer Service Training Program

n a typical day. American Airlines employees welcome more than 218,000 passengers. handle more than 290,000 pieces of luggage, and serve more than 194,000 in-flight meals and snacks. The idea that parent company AMR has invested heavily in, and profited greatly from, customer service training is the impetus behind a program launched by AMR Training & Consulting Group, Inc. (AMRTC).

The training program, AAdvance™, is based on American Airlines' winning customer service and is designed to help service industries move the front line closer to their customers.

Companies may selectively use AAdvance in a variety of formats or elect to build their own courses based on a combination of training modules. Trainees spend their time learning how to improve communication skills and how to anticipate and solve customer problems using a systematic approach.

For more information, contact AMR Training & Consulting Group, (800) 447-2000.

▼ Healthy Living for Employees

The Bureau of National Affairs, Inc. has a

Healthy Living fact sheet for employees. The fact sheet includes tips on eating healthy, controlling fat intake, maintaining weight, handling stress, cholesterol, medical care, the effects of smoking and more.

For more information, contact the Bureau of National Affairs, Inc., BNA Books, P.O. Box 6036, Rockville, MD 20850-9914, (800) 372-1033, Fax (800) 253-0332.

▼ Attendance & Leave Tracking Software

S olomon Software's III® for Btrieve®, Attendance & Leave Tracking offers the functionality to specify employee benefit plans governing the accrual and taking of paid leave, and maintains each employee's plan benefits.

This software will enable the personnel and human resources departments to maintain employee benefits plans and hours for vacation, illness, personal times and compensatory time.

For more information, contact Solomon Software, (419) 424-0422.

v Hostelling Guide Available

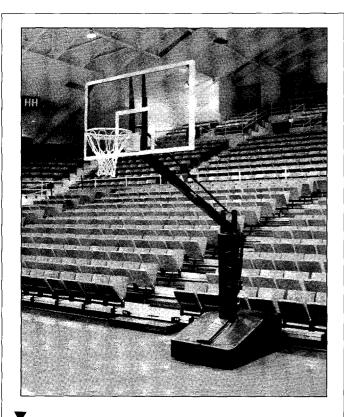
The 1995 edition of "Hostelling North America: The Official Guide to Hostels in Canada and the United States" is available. Complete details and photos are provided on

225 hostels in 36 states, Washington, D.C. and 11 Canadian provinces.

Each hostel listing includes information on overnight fees, reservations, credit card acceptance, handicapped accessibility, family/private room availability, proximity to public transportation, discounts at local restaurants, museums,

attractions, shops and more.

For more information contact Hostelling International-American Youth Hostels (HI-AYH), Dept. 482, 733 15th St., N.W., #840, Washington, D.C. 20005, (800) 444-6111, (202) 783-6161, Fax (202) 783-6171.

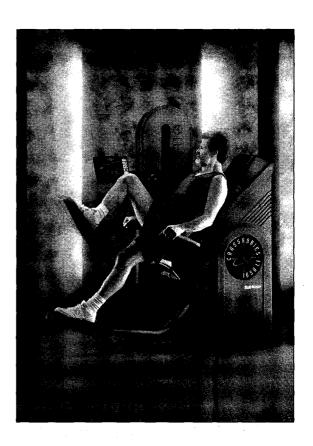


Portable Basketball Goal

he Future Pro 202P is a portable, adjustable basketball goal for recreational play. With the use of a hand crank, the height is easily adjustable from 10 ft. down to 3-1/2 ft. At a lowered height, the goal can be moved through

any standard double doorway. Practical and safe, the weighted base prevents the goal from tipping.

For more information, contact Future Pro, Inc., P.O. Box 121, Inman, KS 67546, (800) 328-4625, (316) 585-6799 Fax.



Exercise for Conditioning

The StairMaster® Crossrobics® 1650 LE™ features a crossrobic loading system that precisely controls the resistance (weight) throughout the entire exercise movement over a wide range of submaximal loads, while contact StairMaster simultaneously maintaining precise control of the operating velocity at all points over a wide spectrum of velocities. This is an effective tool for

developing and improving lower extremity muscle strength, cardiorespiratory fitness and the metabolic pathways of the body in a single workout.

For more information, Sports/Medical Products, Inc., 12421 Willows Rd., N.E., Suite 100, Kirkland, WA 98034, (800) 635-2936, (206) 823-1825, Fax (206) 823-9490.

(Continued from page 44)

Arrange a
series of
lunch-time
clinics
for beginners
to refresh
people on the
basic rules of
the game,
equipment
needed and
how to form

teams.

beginning to attract participants because it is easy to learn and can be played indoors or outdoors, on sand or grass.

■ Appeal to families by offering activities for different ages. Offer age-specific programs for target age groups, but include other activities like Easter egg hunts and group picnics that involve the entire family.

3. Market

- Develop a theme, a logo, a slogan and publish it in a company newsletter or develop your own newsletter for distribution with payroll. Keep employees posted of sports and recreation events, facilities and services offered through the company as well as the local public parks and recreation department. Post updates on team standings and anecdotes that highlight different players and teams each week.
- Post game and tournament results, league standings and amusing anecdotes on company bulletin boards to remind people of the fun they had and entice others to join.
- conjunction with team sign-ups. Plan company golf or sports tournaments, Halloween carnivals, or family picnics with sports and games, to kick-off each season and to sign-up teams and individuals for upcoming sports leagues and events. Offer special events throughout the year.
- Routinely schedule get-togethers after the games and invite families and spouses.
- Host a dinnerlgala at the end of each season for participants and their families with fun awards and prizes.
- Challenge other businesses or local celebrities to friendly competition; or to raise money for a local charity.
- Develop volunteer award points to earn company merchandise. Employees earn points for volunteering at any company-endorsed project, such as blood drives, charity functions, league play and so on. Each project is worth a certain amount of points toward prizes; or contributions to charity.
- Offer T-shirts, hats, awards and incentives to sports participants. Be sure to include your logo in the design.
- Develop or tie in with a Healthy Lifestyle Incentive Program (HLIP) in your area—endorsed by a local health maintenance organization or insurance company—with rewards for participation in educational and fitness activities. Salt Lake County's HLIP is

designed to reduce rising health care costs for a self-insured agency by improving the health and fitness of its employees through a cash rebate program for participation in education and fitness activities.

4. Educate

- Arrange a series of lunch-time clinics for beginners to refresh people on the basic rules of the game, equipment needed and how to form teams. Some people may be tentative about joining a sport because they haven't played in a long time. Offer sports clinics where participants receive 5-15 hours of professional instruction as an introduction to the sport.
- Invite a university or high school coach to provide information, answer questions and create interest.
- Educate employees about the many benefits derived through community recreation: health, wellbeing and satisfying social relationships. Focus on the fun in participation and on the recreational aspects rather than on competition.

5. Create Vision

Think beyond sports. There are many ways to achieve the same results—camaraderie, health and well-being—other than sports such as country dance, hobbies and more. Be creative.

Fred Tamagawa, adult sports manager for Salt Lake County Parks and Recreation since 1979 runs a world-renown slowpitch and fastpitch softball program with over 25,000 participants annually. Fred also manages a growing adult basketball and volleyball program including leagues and tournaments; along with an ice hockey league of 12 teams and a men's soccer league.

Desiree Beaudry, planner for Salt Lake County Parks and Recreation, coordinates joint marketing efforts for the wide variety of programs offered through County Parks and Recreation, including adult and youth sports, childcare and summer day camp programs, holiday events, sporting events and fund raisers.

Scott Kerr, special events coordinator, has produced many kinds of special events in Utah and throughout the country. Scott is currently planning a six-day Youth Sports Festival in Salt Lake City and in the past, has produced dozens of major road races, including the Salt Lake City Classic, the International Peace Race and the Run-To-Fitness program for the city of Chicago.

NESRA chapters

Northeast Region

National Director

Ann Denise Jameson, CESRA, **(203) 843-8304** FAX (203) 843-3390

Regional Director Mary Lou Panzano,

RVÉSRA **(201) 802-2913** FAX (201) 802-7918

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NIESRA/Warsaw, Indiana. Deana Kendall (219) 372-7457

PEERS of NESRA/ Bloomington, Illinois. Pat Hursh, RVESRA (309) 663-3246, FAX (309) 663-3119

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Regional Director John Rath, (214) 334-5910, FAX (214) 334-2019

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NESRA of North Texas/ Dallas/Ft. Worth, Texas. John Rath, (214) 334-5910, FAX (214) 334-2019

NESRA of Colorado/ Denver, Colorado. Gay Page, (303) 759-1519, FAX (303) 756-3063

NESRA of San Antonio/ San Antonio, Texas. Denise Staudt, (210) 670-4557, FAX (210) 670-4656

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AIRC/Burbank, California.Vicky Townsend, (818) 775-4217, FAX (818) 775-4328

ESROC/Orange County, California. Phyllis Smith, CESRA, (818) 913-4014, FAX (818) 913-4014

GLAAIRC/Los Angeles, California. Nancy Penrod (310) 530-1981, FAX (310) 534-5941

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NESRA of the Inland Empire/Riverside and San Bernardino, California. Elaine Maynard, (909) 688-4301, FAX (909) 688-2425

NESRA of San Diego/ San Diego, California. Terri Breaux, (619) 929-5463, FAX (619) 931-6120

OARES/Oakland, California. Sandra Johnson, (510) 302-6043, FAX (510) 302-6173

SESRA/Seattle, Washington. Traci Jones **(206) 622-6767 x2556**, FAX (206) 322-6868

SGEAA/San Gabriel, California. Bob Cuthbertson, (818) 301-8464, FAX (818) 930-5345

SNESRA/Las Vegas, Nevada. Jennifer Morgan (**702**) **295-6369**, FAX (**702**) 295-7327

Tri-County NESRA/ Santa Clara, California. Carolyn Wimberly, (510) 498-2222, FAX (510) 438-5454

UTESRA/Salt Lake City, Utah. Clyde Wohlgemuth **(801) 863-8674**, FAX (801) 863-4406

International Region

Toronto Employee Services and Recreation Association/Toronto, Ontario. Deborah Fillippe (905) 470-3600, FAX (905) 470-3852

Rebuilding Sports Leagues

By Fred Tamagawa, Desiree Beaudry and Scott Kerr

You'll find
plenty of
ideas for
putting the
zing back
into your
teams.

alt Lake County Parks and Recreation Division in Utah has provided community-based sports and recreation activities and facilities since 1946. In 1994, participation in adult softball, basketball, volleyball, baseball and ice hockey leagues and tournaments exceeded 36,000 individuals. Over 40,000 boys and girls, age 5-18, played in at least one of eight different sports activities. And hundreds of thousands of other residents participated in less formal activities such as special events, fitness and leisure classes and a variety of family activities hosted in public parks and recreation facilities throughout the valley. Fifty years of service have taught us a few tricks we would like to share.

How to increase interest and participation in sports leagues and company-sponsored recreation activities:

1. Plan

- Poll employees to determine their specific needs and interests. Distribute a survey in which they can indicate which activities interest them, which hours and site locations are most convenient and so on. Leave room for additional comments that may identify obstacles. Then, help employees overcome those obstacles. For example:
 - holiday parties and group picnics with organized games and simple sports equipment that may be rented from local park departments can help employees meet family obligations, while socializing with other employees and their families.
 - b. programs hosted in public parks and recreation facilities—such as recreation centers, schools, swimming pools—located in convenient geographic areas, help employees juggle family responsibilities, with car pool obligations, etc.

- department to see if you can plug into some of their programs. They can give you information on established leagues and availability of facilities. Obtain a list of parks and recreation facilities for company picnics, sports tournaments and special events.
- Determine what level of service and standards of quality you would like to maintain and set annual goals. Quality sports leagues should have an adequate facility to play at and paid officials, timers and scorekeepers are a real plus, so participants can focus on the game. Prepare orientation manuals for participants and provide team shirts. These small costs can be recovered through a nominal registration fee.

2. Offer Variety

Offer a variety of activities and skill levels to meet the needs and interests of your customers:

- Offer coed leagues and tournaments where men and women play together—an excellent way to increase your target market
- noncompetitive, recreational leagues appeal to a wide range of people, while competitive leagues add quality to your program. Gauge the skill level of your target market and plan accordingly. As interest picks up, you may need to form different levels. This is especially important in softball or any sport with high participation. It's no fun for either team if there are large disparities in ability.
- Offer activities that complement seasons throughout the year. For example, the softball season typically begins in March or April and continues through summer with end-of-season tournaments. Fall and winter are traditional basketball seasons, but interest in this activity has become year-round—3-on-3 tournaments and slam-dunk leagues are fun twists to the traditional game. Similarly, volleyball is

(Continued on page 42)



The SAVE Program from Ramada® Suites at Tango Bay.

Imagine a program that gives NESRAmember employees 25% off the published rate of Central Florida's Best Vacation Value... ANY time of year.

Imagine a company earning points for *free* incentive trips to reward their top producers.

Imagine the whole program doesn't cost that company a dime...

Sound too good to be true? It's at Ramada Suites at Tango Bay right now!

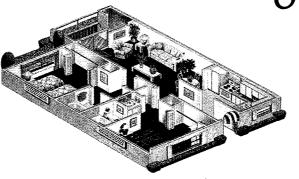
The SAVE program (Strategic Alliance of Valued Employees) gives NESRA-affiliated members a whopping 25% discount year round...no blackout periods. They enjoy roomy two-bedroom, two-bath suites,

plus resort-level amenities that include pools, spas, golfing, volleyball and continental breakfast. There's a children's playground & activities (courtesy of AlfieGator™, our Ambassador of fun) and of course, our location... secluded, yet moments from all the area attractions that have made Central Florida the vacation capital of the world.

6800 Villa DeCosta Drive (At Westwood Blvd. & International Drive) • Orlando, FL 32821







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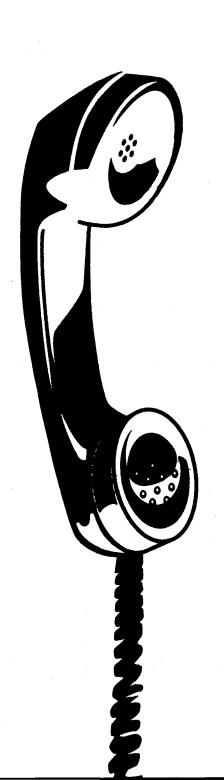
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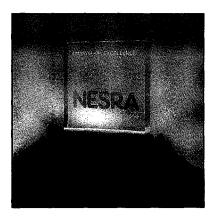
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- Much, much more!



Contents

Volume 38, Number 6 July 1995



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Departments

2 News in Brief
Safety When In-Line
Skating . . . Juicing
Hitting the Market. . .

Hitting the Market...
Better Job Candidates...
Bartering Flourishes

- 31 Health Promotion

 Motivating Volunteers
 to Be Instructors
 By Jan Castelli, CESRA
- 35 Employee Store
- 37 Buyer's Guide Update
- **39** NESRA Chapters
- 40 ES&R Solutions
 Low-Cost Program
 Ideas
 Submitted by MARES

Features

4 NESRA Movement Gains Momentum at Conference

NESRA presents the only national conference focusing on employee services. See how many participated in energizing networking, learning and celebrating! You'll see why you should plan to go to NESRA's 55th Annual Conference and Exhibit, April 21-25, 1996 at The Mirage in Las Vegas, Nevada.

By Cynthia M. Helson

13 Motivating On A Dime

There's a lot of low cost ways to reward employees. Read what you can do to make achieving goals fun.

By Malia Boyd

17 How to Create Creativity

Jump-start your inventive talents to add spice to your personal and professional life.

By Bob Higgins

20 NESRA's 1995 Awards of Excellence Proudly Presents

Award Winning Employee Programs

These innovative programs contain interesting hobby clubs, educational sessions, social functions and on-site services. These employers of choice are delivering employee services that are in demand.

Plan now to attend NESRA Regional Conferences

September 14: 17, 1995—Western Region Conference. The Disneyland Hotel, Anahelm, CA. To receive information, call Phyllis Smith, CESRA, (818) 913-4014.

October 3-4, 1995—Midwest Region Conference, Mall of America, Minneapolis, MN, To receive information, ball Sue Shepherd, (612) 459-1482.

February 15-17, 1996—Southeast Region Conference, Clarion Hotel, Orlando, FL. To receive information, call Cindy Jameson, CESRA, (813) 579-8600 or David Bell (407) 826-7433

NEWS

IN BRIEF

₩ Safety When In-Line Skating

I n-line skaters enjoy their sport because it's fun and it provides a low impact, high cardiovascular workout that really works the buttocks and thighs, says *FootCare*, from the American Orthopedic Foot and Ankle Society. It is also a great sport for balance and coordination.

To prevent injury, follow these tips:

- **1.** When buying your skates be sure to fit the boot to your foot:
- Shop at the end of the day or after training, when your feet will be at their largest.
- Wear the same sock you'd wear to skate.
- Kick your foot into the back of the boot before buckling.
- Be certain your heel doesn't piston up and down in the boot when you move.
- Be certain there's not too much pressure on the top of your foot.
- Pad any pressure areas you feel when the boot is buckled.
- 2. Other essentials:
- Wear a helmet, plastic wrist protectors, knee and elbow pads.
- Stretch and do warm-up

exercises before and after.

■ If you have not exercised recently, strengthen your calves, ankles and tendons in the lower leg before you start in-line skating.

Juicing Hitting the Market

resh juices made from home juice extractors are an effective nutritional tool in energy and stamina, reports American Fitness. A six-ounce glass of juice, along with some whole grain crackers, is more appetizing and contains all the vitamins, minerals and carbohydrates in a bowl of fruit or vegetables. A glass of juice quickly provides muscles with usable energy and takes only minutes to prepare and drink.

One 8-ounce glass of carrot-apple juice gives the body immediate access to carbohydrates, vitamins, minerals, carotenes and other nutrients in six large carrots and two large apples.

Juicing makes it easier to maximize the intake of nutrients needed to feel and perform well while lowering the risk of cancer, heart disease and other ailments.

Fresh juice is nutri-

tionally superior to canned, bottled or frozen juices.

Better JobCandidates

ne third of executives polled said they believe the quality of job candidates is better today than it was just five years ago. More than half, 52 percent, of respondents cited improved job skills as the primary reason for the difference, reports Robert Half International.

Executives were asked, "In your opinion, is the quality of job candidates available today better, worse or about the same as five years ago" 33 percent said better; 13 percent worse; 51 percent said the same.

Job seekers should consider other factors cited by executives as reasons applicants are better now than five years ago including greater willingness to work hard, improved education and stronger communications skills.

The best way to ensure job security is to make yourself indispensable to employers by learning as much as you can about your chosen field and constantly increasing your skills level.

▼ Bartering Flourishes

B artering, the trading of goods and services, is a flourishing industry in the U.S. especially over the past 10 years, reports Nation's Business. In 1980, goods and services worth \$1.7 billion were bartered, and by 1994 the volume had grown to \$8 billion.

Experts predict the growth to continue as more entrepreneurs discover the advantages in barter arrangements. More than 300,000 companies in the U.S. use barter for a portion of their business, up from about 70,000 companies in 1980, and the number is expected to increase to 1.2 million companies in six years.

A barter trade exchange is a way of matching and completing trades. Instead of trying to set up direct one-on-one trades, the exchange offers its members barter dollars. When a member provides goods or services to other clients of the exchange, the member's account is credited with barter dollars. The member can then use those dollars to purchase the goods and services offered by other exchange members.

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(left) NESRA's 1995
President John
Felak welcomes
everybody to the
Grand Opening of
NESRA's 54th
Annual Conference
and Exhibit. (right)
Our delegates from
Japan took
advantage of
networking
opportunities.

NESRA CONFERENCE











(middle) Attendees collected tips on visual imaging. (bottom left)
Philadelphia's famous Mummers lead Saturday's celebration. (bottom
right top and left) Conference Co-Chair Julie Tiernan invites all to
enjoy Philadelphia and Co-Chair Jim Alexander, CESRA, finalizes
details at a meeting with hotel staff.

Photos courtesy of Konica Quality Photo.

NESRA Movement Gains Momentum at Conference

n April 19 the halls of the Philadelphia Marriott were filled with excited greetings as longtime friends met again and welcomed newcomers at NESRA's 54th Annual Conference and Exhibit. Conference cochairs, Julie Tiernan, Bank of New York (DE), Newark, NJ and Jim Alexander, CESRA, were on hand to welcome new arrivals and to provide sought-after advice on where to find the hot spots in Philadelphia.

For five days practitioners from across the U.S. and delegates from Canada, Japan and Venezuela exposed themselves to the contagious spirit of employee services and recreation programs—to boost employee morale, to increase productivity and to enhance employees' quality of life—at the only national conference of its kind. The media was there to capture the event too.

Imagine hundreds of the most delighted people entering a theater-style conference room. Smiling attendees waved to each other and others sprinted in

the aisles as they informally distributed the traditional name badge stickers colorful minutemen, origami's, flamingos, dolphins and the like. Soon, everyone's badge was adorned with mementos of faraway places.

If they came to capture the spirit, they were in the right place. As they settled into their audiences' role, they were in the company of gatekeepers to some of the most desired employee services representing some of the nation's top employers of choice.

Following an official welcome from Philadelphia Mayor Edward G. Rendell. NESRA President John Felak, CESRA, urged the audience to actively participate in the conference. He updated members of NESRA's financial status and he graciously awarded **NESRA** Immediate Past President Joe Hauglie, CESRA, with a plaque for his leadership in NESRA. In thanks, Hauglie gave the whole audience something in return—a motivating challenge: "If you are serious function is going to survive if about your vocation/ avocation, I challenge you to develop programs that are in line with your employer's

strategic long-range goals." The audience accepted with applause.

They also nodded in agreement as Keynote Speaker Arthur Anderson, chairman of the sociology department at Connecticut's Fairfield University proclaimed, "We've got to define and legitimize what we're doing for any bottom line." In his presentation, "Capitalizing on Changing Workplace Values," the bouncy, white-haired speaker passionately cited statistic after statistic supporting the shift in employees' and employers' values. He showed proof of "cataclysmic restructuring" causing a loss of about 30 million jobs since 1980. He showed proof that stress is a major concern for employees. It's costing companies millions and employers are seeking solutions to the problem. Anderson heightened the audience's awareness of the widespread change taking place as we compete in a global economy. "Everyone has a sense of urgency. No this sense of urgency does not catch on," he stated matter-of-factly. However, he stated, "Today's employees

by Cynthia M. Helson, editor

"If you are serious about your vocation/ avocation, I challenge you to develop programs that are in line with your employer's strategic longrange goals."

V

"There's never been a better time for you to be doing what you're doing. But don't do it the same way."

are overworked, stressed out and need recognition." The audience responded with applause then quieted to listen to the climactic conclusion: "There's never been a better time for you to be doing what you're doing. But don't do it the same way." Thrilled with the confirmation of their value in the global workplace, the audience cheered.

Throughout the conference clear-visioned employee services providers

shared program ideas, budgeting tips and promotional samples. Many came with specific agendas of what they wanted to learn from others. Sometimes during casual networking, you'd see an attendee listen with bright eyes and a grin—an expression of hitting the jackpot, a solution to his/her problem.

Solutions and more solutions emerged from the record-number of concurrent sessions.

Attendees found themselves entertained, dined and even challenged as networking continued in the Exhibit Hall, at hospitality receptions, at NESRA's Funival, on the bus ride to the Claridge Hotel and Casino in Atlantic City and at the grand finale dinner dance on Saturday night.

Rejuvenating Trendsetters To Deliver Programs In Demand

While always being dedicated to helping employees balance work and personal lives, sometimes it's easy to lose sight of one's own balancing act. However, at this conference, it was easy to intersperse some personal development with career development. "I really enjoyed the conference," said Matthew Oldenburg, employee activity committee chairperson/senior production planner of Diamond Star Motors, Normal, IL, who added, "The general sessions were extremely helpful not only for my working environment but also for my own personal development. The concurrent sessions were informative and small enough to be very personal, and the speakers were more than willing to help you on an individual basis. I would recommend this conference to anyone serving in the employee services function."

Attendees could learn how to improve their memory with the "Brain Fitness" session and they'll never forget seeing Sheila Glazov tear a teddy bear to shreds during "Mind Mapping and Visual Impact Planning." During

(left) Joyce Schlosser, CESRA and fellow Chapter members show off their chapter's logo, (right) Delegates found sessions interesting and informative, (below) NESRA 1995 Employer of the Year Merle D. Adrian talks with Kim Capers before a general session.







"Changing Homelife:
Bridging the Gaps"
delegates shared low-cost/
no-cost programming ideas
in these areas: interacting
with school-age children and
the community, employee
discounts for families,
getting the word out to
employees, travel, helping
teenagers and the most
popular—meeting the needs
of singles.

Everyone raved about the session with the most widespread affect: "Success Strategies for Ambitious People Who Are Asleep At the Wheel." Barb Spurlock, supervisor employee recreational activities, York Hospital, York, PA, said, "Michael Scott was the best, he was so dynamic." This tall, thin, wide-smiled, young man wearing wirerimmed glasses pleasantly energized hundreds early on Saturday morning. Tired from last night's fun, many soon found themselves standing up, introducing themselves to their neighbors, shouting responses to phrases such as, "Life is a journey, not a destination," and "commitment without vision is just work." They laughed as Scott urged them to "Resign as general manager of the universe," and they followed his instructions as he guided them through developing their personal mission statements. In fact, he boldly required that they turn to their neighbors and share their values and mission statements.

Stocking Up On New Ideas

If you wanted the latest information on computer software technology in your



Michael Scott energizes the group on Saturday morning with his session, "Success Strategies for Ambitious People Who Are Asleep At the Wheel."

field, innovative workplace designs, parenting seminars and emergency back-up childcare, you had to be at this conference. Those who wanted to find out how to coordinate preretirement planning 10 years out and those who wanted to learn how to identify family programming needs, tame harassment at the workplace and address eldercare came to this unique conference. Those with employee associations seeking a comprehensive liability insurance program found alternatives. Those with dozens of sports leagues discovered more tournaments offered through the NESRA & AAU Alliance. They found sessions on all of these topics and much more.

A panel of top executives openly answered delegates' questions about gaining management support, identifying valuable metrics, and getting management involved in employee services. It was a charged session with many reaching for the microphone to ask questions.

Delegates looked at

diversity from a few perspectives such as the "LEAD Strategy for Achieving Diversity," which included identifying superior talent among minority students and developing their interest in and knowledge of business. This strategy helps develop a diversified workforce. Then they participated in an active

"The general sessions were extremely helpful not only for my working environment but also for my own personal development. The concurrent sessions were informative and small enough to be very personal, and the speakers were more than willing to help you on an individual basis. I would recommend this conference to anyone serving in the employee

services function."

"Every NESRA
Conference I've
gone to I've
brought back
programs—family
portrait programs, discount
ticket programs—
that caused my
employer to net
more money than
it invested in the
conference."

—Vernie Rennels, human resources analysist, senior, Hughes Missile Systems Co., Tucson, AZ,

Exhibitors presented a variety of innovative demonstrations.

session lead by Buck
Bucannon, with the
Delaware Chapter of
National Coalition Building
Institute, Wilmington, DE.
"Welcoming Diversity" was
"a different, get-involved-interactive-play-a-role
session. It was a session that
kept you thinking long after
you walked away," says
Nancy Burda.

Along the way, conference participants collected tools to help them capture the spirit, carry it home and unleash it at their workplace among employees, management and another important group, volunteers. They learned how to keep volunteers pumped up about participating.

Thirsty for getting the scoop from those who experienced it, attendees packed concurrent sessions given by NESRA members. Roger Lancaster, general manager, USDA Employee Services and Recreation Association, Washington, D.C., delivered a solid presentation featuring well-

researched data from a pool of NESRA members regarding their innovative practices of "Using Employee Services and Recreation Programs as Recruiting and Retention Tools." Attendees took home loads of ideas of how to capitalize on their programs, how to add value to their companies and how to help their companies achieve one of their goalsto attract and maintain the most skilled, qualified and creative employees.

Interested in a success story, many came to hear Jim Battersby, executive director, Lockheed Employee Recreation Association's, Sunnyvale, CA. During "Survival Strategies: The Story of ES&R at Lockheed Sunnyvale," Battersby shared his encounter with the challenge of downsizing.

Another big attraction was Ken Giannotti's session, "ES&R: Just Because." The general manager of Lawrence Livermore Laboratory Recreation

> Association. Livermore, CA, emitted a youthful appearance and shared his logic for employee services and recreation to get the recognition it deserves. After all, he says, "Employee services and recreation is a megavitamin!" Giannotti, emphasized the role attendees have today and in the future. "Does American business really need us?" he asked. Then, emphatically he exclaimed, "Yes!" He

explained how the rules of the game have changed and insisted that still, "employee services and recreation programs bring employees together to help them communicate and cooperate and better perform their jobs."

Expanding Networks of Suppliers

Exhibitors recognize
NESRA members as a
friendly group interested in
developing relationships.
NESRA's conference
encourages relationships,
more than any other because
exhibitors are welcome at
more events. This way,
delegates enjoy visiting
exhibitors' booths in the
Exhibit Hall and are relaxed
to ask questions about new
offerings.

It was fun for delegates to shop in the Exhibit Hall as colorful L.E.D. signs showed a great way to wish a coworker a happy birthday, a magician lit his wallet on fire and Petey, the dog from the movie The Little Rascals, posed for pictures and did tricks. Exhibitors were happy to see NESRA's delegates. One exhibitor said, "I go to many exhibit shows, but at NESRA's Exhibit Hall. I can see a higher percentage of qualified buyers than I can anywhere else."

Seeing a variety of Florida destination properties' new offerings, touching handbags, sportswear, watches and service awards made the Exhibit Hall a valuable experience for many. They tasted chocolate and snack samples —all in the name of discovering new



products and services to offer employees. Delegates found out how to offer employees competitive mortgages and how to contract with a special events coordinator for employee picnics, carnivals and open houses.

Another memorable booth featured a hands-on music cassette display ideal for employee stores. The approximately 4' x 5' bookshelf contained music cassette products and a hidden tape recorder with a selection panel that allowed the customer to listen to the music before purchasing the tape. With this, an employee store can set a relaxing mood in the store with the music while at the same time attract customers with an interactive display.

Hundreds of attendees gathered samples and other giveaways from generous exhibitors. A great crosssection of suppliers displayed so many usable products and services—craft kits for children's events, coffee mugs, picture frames, and toys for employee stores—even china, crystal and flatware were showcased for use in employee stores or as service awards. Floral services and photofinishers gave interesting presentations. Konica Quality Photo demonstrated how they can give you developed film on a CD ROM and how you can store, view and manipulate each photo.

Coordinators for group and individual travel benefited from so many contacts in the exhibit hall from transportation companies to hotels and all the major attractions, including some locally from the Philadelphia area. With the exhibit hours and educational sessions alternating, there was plenty of time for delegates to gather bags full of colorful brochures, discount plans and samples to take back to their employees.

Hammering Specific Issues

Employee store managers clamoured to the concurrent sessions dedicated to this issue. They took an active role in Susan Daust's session, "Attract New Customers With Convenient Services," as they exchanged success strategies. "This session was hot and needed more time devoted to it," said Dot

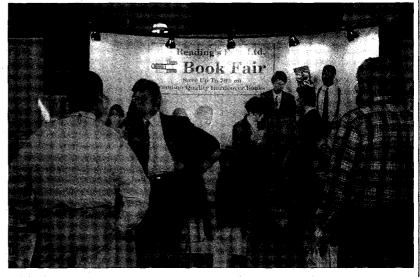
O'Brien, company store administrator, of BASE Corporation in Mt. Olive, NJ. Several store managers are still talking about Laurie Scheiber's, manager, company store, PepsiCo, Purchase, NY, session. They raved about how Scheiber walked

them through her store via a video. One employee store cordinator, Mary Jane Johnson of Campbell Soup Company, Camden, NJ, said, "I was so impressed with all PespsiCo does for its employees through its store—and the store is incredible. As a matter of fact, after the conference, my boss went to Purchase Place (the store) to see the displays."

Novices and experts

Petey attracted delegates Universal Studios Florida's booth. (middle) Delegates learned how to put on a book fair for employees. (below) Generous exhibitors cheerfully distributed giveaways.







V

"The networking session was the most valuable to me. I always come away with more than one idea.
Then I get back and call people I talked with to follow-up and to find out what really worked."

enjoyed sessions on using the calendar as your marketing tool, developing planograms and much more. Roundtable discussions were ever popular. "The networking session was the most valuable to me. I always come away with more than one idea. Then I get back and call people I talked with to follow-up and to find out what really worked," said Mary Edwards, Lockheed **Employees Recreation** Association Store Manager, Sunnyvale, CA.

Angela Hodgman, employee services manager, Northrup Grumman Corporation of Bethpage, NY, was delighed with the sessions and the peer networking. "They've all been right-on as to what I'm going through and the employee store managers are all of good quality."

Fitness/Health promoters gathered during the Fitness/ Health track to discover new programs and promotional angles. They focused on dispelling the media's myths of fitness and how to bring TQM into the wellness area. Attendees geared up for serving older adults in their fitness centers. They played games as they learned new approaches to National Playday for Health. The networking session offered a variety of solutions to so many issues.

NESRA Chapter leaders gathered together to get the latest news on what's new within NESRA and what's happening in chapters. They received training on how to keep their chapters operating smoothly during officer transitions and how to market their chapters. Many took home new ideas for programs from the session, "Benefiting From Community Service Programs."

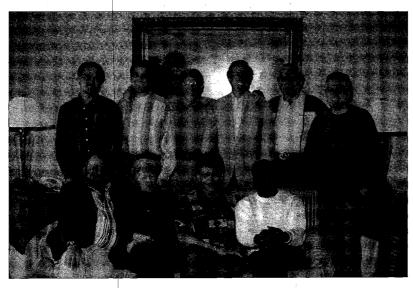
Recognizing Achievements

During the five days they were together, sharing, gathering and generally getting energized attendees showed support for each other. They congratulated those who delivered motivating presentations and honored some with awards.

In an unprecedented manner, NESRA's 1995 Employer of the Year Merle D. Adrian came to NESRA's conference not only to be recognized but to participate. Mr. Adrian attended the entire conference and listened to employee services specialists. He answered attendees' questions regarding management's viewpoints of employee services during Friday's session, "Management Speaks Out," and he walked through the Exhibit Hall and everywhere else attendees went. At the Management Luncheon, after he received his award he gave an inspiring speech.

He too talked about changing our work attitudes. He talked about the need for increased improvement in the health care field and in all fields across the world. Mr. Adrian gave an account of the impact the NESRA Conference had on his workforce. How his employees moved the company through a sea of change. "Where did they get their inspiration? Some of it from you. They visited you, brought back your enthusiasm and caring for what employees can be and do. They inspired me, and convinced me that my next commitment needs to be in supporting not just them, but you and your work."

During the Management Luncheon, top achievers in the field received NESRA's Awards of Excellence (award winners are listed on pages 20). In addition to recognizing this year's



NESRA Presidents from left to right: (top) John Felak, CESRA; Joe Hauglie, CESRA, (1994); Randy Schools, CESRA, (1990); Dick Brown, CESRA, (1978); Roy McClure, CESRA, (1976); Ron Jones, CESRA, (1986); (seated left to right): Ralph Ferrara, CESRA, (1988); Phyllis Smith, CESRA, (1983); Gloria Roque, RVESRA, (President-elect 1995); Leroy Hollins, CESRA (1984).

winners, NESRA honored Scott Baker, CESRA, with the Distinguished Service Award for his 17 years of outstanding service to NESRA. Baker joined NESRA as a student intern and became an active member serving on committees and in different offices on NESRA's Board of Directors. Baker is known for spearheading NESRA's strategic planning position on the Board and countless other contributions keeping NESRA ahead of trends. Scott has left the field to accept a promotion to manager, information distribution and food operations, Xerox Corporation, Rochester, NY.

Enjoying the Fun

From the first night in Philadelphia, the fun began. New attendees enjoyed refreshments with NESRA Board of Directors and the Philadelphia Conference Committee to get acquainted with what to expect from the conference and to find out where all the landmarks and lively spots were in Philadelphia. Then, NESRA's Northeast Region; The Tampa Bay/Suncoast Chapter of NESRA, Sunshine Employee Services and Recreation Association and NESRA's Southeast Region; and Employee Services and Recreation Orange County and Southern Nevada Employee Services and Recreation Association sponsored a total of three hospitality receptions that were each lavishly decorated with colorful fruits, snacks and drinks.

On Thursday night friends and peers enjoyed a

super spread of fun food—almost any type of food found at carnivals and sports events—in a banquet room decorated with red and white striped canopies and midway games sponsored by The Fun Company! As everyone mingled, they took turns golfing, testing their pitching speed, throwing rings and playing group trivia.

Friday featured one of the most talked about events—the Claridge Hotel & Casino sponsored a bus trip to Atlantic City. There was a waiting list for the event but almost everyone who wasn't too tired from the rigorous schedule bused it to

the gaming city. Others dispersed among the landmarks of Philadelphia. Later, the group was treated to more hospitality receptions hosted by Fuji TruColor's EPS, USA Program; Busch Gardens, the Tampa Bay/ Suncoast Chapter of NESRA and Sunshine **Employee Services** and Recreation

Association; and Employee Services and Recreation Orange County and Southern Nevada Employee Services and Recreation Association. On Saturday, many buzzed in the elevators about their escapades of fortune at the casino, the sights they saw in Philadelphia and the fun they had at the receptions.

Then it all came together on Saturday evening. During the reception before the dinner dance, Ben Franklin mingled telling stories and posing for pictures.

Once in the dining room, the bubbly Julie Tiernan had the group laughing about experiences they shared during the last four days. After dinner everyone celebrated with new friends. The Mummers, a marching band with the most incredible costumes featuring huge feathers warmed the group up with lively feel-good music and dancing. Then the D.J. played until midnight. Most everyone danced-especially during the famous Electric Slide.

Gearing Up For More

Sunday morning started with a hilarious session by Jim Pelley, CSP, Laughter Works Seminars. At the closing brunch on Sunday, this recharged group was teased with slides of warm, bright, exciting Las Vegas, site of next year's conference, April 21-25, 1996 at the Mirage Hotel in Las Vegas, NV. As they walked away, arms filled with great door prizes including vacations, giftware and so much more, they hugged each other and waved, saying "See you next year at the Mirage!"



(above) Traci
Jones wins at
NESRA's
Funival
sponsored by
The Fun
Company.
(right) Jim
Pelley
punctuated the
end of the
conference
with his
hilarious
presentation.



Award Suppliers

NESRA

These NESRA National Associate Members can offer more information on employee awards.

Amateur Athletic Union P.O. Box 68207 Indianapolis, IN 46268 (317) 872-2900 Chris Delisio

Awards By Kaydan 221 Depot St. Antioch, IL 60002-1508 (708) 395-2900 Kathy Dreyer

Lenox China & Crystal 100 Lenox Dr. Lawrenceville, NJ 08648 (609) 896-2800 Dennis Wood

Oneida Silversmiths Kenwood Station Oneida, NY 13421 (315) 361-3343 Bob Bohrer Russ Berrie & Co., Inc. 111 Bauer Dr. Oakland, NJ 07436 (201) 337,9000 x354 Wayne Ballard

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Seiko Time 1111 MacArthur Blvd. Mahwah, NJ 07430 (800) 545-2783 Spencer Toomey

Time Products Int'l. 152 Messner Dr. Wheeling, IL 60090 (708) 459-8885 Edward Gusfield Whirley Industries, Inc. 618 Fourth Ave. Warren, PA 16365 (814) 723-7600 Andrew Sokolski

Yarborough Time Ltd. Awards Etc. 24 Finance Dr. Commerce Par Danbury, CT 06810 (800) 431-1582 Amy Whalen

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ONEIDA

Motivating On a Dime

Recognizing employees
doesn't have to cost
much, but it can be one
of the most lucrative
investments an
executive makes.

mart Schoolkids Get Gold Stars.
Girl and boy scouts receive merit badges. Top varsity sports players earn letters. But gold stars and little badges are kid stuff: Grown-ups should get pay raises. After all, being in the working world is all about making money.
Right? Wrong.

"Companies that believe money is an employee's sole motivation for working are destined to lose some of their best people," says Bob Half, founder of Half International, a staffing services firm in Menlo Park, CA and author of *Finding, Hiring and Keeping the Best Employees.* "Praising accomplishments provides psychological rewards that are critical to satisfaction in any setting." Indeed, a Half International survey reports that when 150

executives were asked to name the single most common reason employees leave a company, 34 percent replied "limited recognition and praise." The second most common reason—said 29 percent of the executives—was compensation.

The fact is, many employers find that regularly rewarding and recognizing workers is one of the easiest and most certain ways to keep them satisfied and productive. A survey of 3,000 employers conducted by consultant William M. Mercer reports that two in three companies plan to use "special recognition awards" to motivate their workers this year.

Unfortunately, not everyone knows what constitutes recognition, or what, if any, awards should accompany that pat on the back. One of the biggest myths surrounding employee

by Malia Boyd

recognition awards is that only high-priced trips or lavish gifts can effectively communicate gratitude. However, most experts say that when it comes to recognizing and expressing thanks for an employee's

accomplishments, it is the act itself that counts.

Though some of UCS's recognition programs are not exactly low-cost—the President's award for outstanding performance includes a first-class trip for the winner and a guest to locales such as New Orleans and San Francisco-many are.

can win the Best Call award for a call that is

accumulate a certain number of Best Call

certificates, their names are entered in a

particularly well handled. Once they

drawing for weekend getaways.

"Recognition is one

of the most important

"We have one program called World of Thanks, "says Patrick. "It's just a pad of paper shaped like a globe with 'Thank You' written all over it in different languages." Anyone in the company can write a message of thanks for someone else and send it to that person. "We

order 20,000 at a time and it costs us \$1,200."

popular. In four years we have used 150,000 of

says Patrick. "The program is extremely

elements in employment," says Jerry McAdams, vice president of performance improvement resources for Maritz Inc., a performance improvement company based in Fenton, MO. "People get a lot of

their personal feelings

work. So to feel good

of self-worth from

those notes." Universal Card Services also has dress-down days when the company reaches a big milestone. The days cost the company nothing, but give employees an appreciated break from

their "professional" clothing. "They're a big motivator," says Patrick.

UCS is so adamant about recognizing employee achievements as often as possible that the company has given all managers a budget to finance their own acts of recognition. For instance, after Patrick conducted a meeting for which people had volunteered their time to attend, she purchased small gifts to thank attendees for their commitment. Meal tickets to the company cafeteria are also popular rewards.

Management says that the recognition programs have helped employees to become more involved in the company. Nominations for companywide awards have increased 28 percent in four years. The programs, according to Patrick, have also helped to boost employees' job satisfaction. "We take monthly and annual employee opinion surveys and have consistently scored above the norm," in comparison to other AT&T business units she says.

Not all companies take the structured approach to employee recognition that UCS does. But less formal programs can be just as effective.

Creativity Counts

Silicon Graphics in Mountain View, CA, brings a decidedly more quirky touch to its employee recognition awards. "We want to

7 Reasons To Give Recognition Awards

- 1. For a job well done.
- 2. For a birthday.
- 3. For a service anniversary.
- 4. For doing a special favor.
- 5. For doing a particularly unpleasant
- 6. For maintaining a good attitude in the face of adversity.
- 7. For saving the company time or money through a suggestion.

A World of Recognition

it's genuine."

One company that knows the value of a strong recognition program is 1992 Malcolm Baldrige Award-winner AT&T Universal Card Services of Jacksonville, FL.

about their jobs and themselves, they need the

positive reinforcement that recognition, either

from peers or management, gives. You don't

have to spend a fortune on it. Just make sure

When associates—UCS parlance for customer service representatives—are hired, they are presented with a hefty packet containing, among other things, a binder crammed with information on the company's more than 40 reward and recognition programs.

UCS has implemented a system to measure employees' achievements. It uses "indicators" to track performance in areas such as how politely they speak over the phone, how accurately they dispense information and how quickly they answer calls. Managers periodically tap into the calls, rate associates in each category and give them a score at the end of the day. "This way they are always aware of how they are doing and where they need to improve," says Debbie Patrick, the company's recognition manager. If associates come up weak in an indicator, more training is prescribed for them. But they are also rewarded for strong performances. Associates

tailor what we do to reward and recognize employees to each department," says Larry Hicks, director of compensation and benefits at the firm. "Our employees work in a really fast-paced environment, so it's important to recognize individual contributions. So we have a range of awards to give."

Managers at the company are empowered to give small bonuses either in cash or kind—like dinner for two or a free lunch—as often as they see fit

But the most effective recognition programs at Silicon are the most creative ones. The Red Badge of Courage Award encourages employees to challenge the system and speak up for process improvements, large or small. The memento, literally a red badge, reinforces the Silicon ethos: "We encourage the sort of person who thinks outside the lines and finds solutions to things that other people didn't even know were broken," says Hicks.

The award was given most recently to a woman in the accounting department who convinced the senior vice president of administration to change an accounting procedure that seemed inefficient. At first, the V.P. didn't want to hear about it, but the woman was persistent and, in the end, her idea was implemented and improved efficiency.

Silicon also offers an Off-The-Wall Award, which is given when managers see fit. Six months ago, says Hicks, the award was presented to "a person who is known as a hugger. The person just goes around giving people hugs when they need them." Winners receive the award in front of peers and are taken to lunch by their division head.

The Off-The-Wall award itself—a T-shirt—is about as low-cost as they come. But the shirt bears an important symbol: It shows a flock of birds flying in formation one way, while another bird with a propeller on its head flies in the opposite direction. "We encourage fun and creativity in our company. The award was developed to recognize someone who shows a unique capacity for fun and spirit. Winners wear that shirt with pride," says Hicks.

Workers at Silicon clearly feel good about the company—its turnover rate is in the single digits. "The rate for (the rest of) Silicon Valley typically runs about 15-20 percent annually," says Hicks.

Silicon employees also have subsidized health clubs, an on-site employee dining facility and dress casually every day. But it's the small, regular acts of recognition, of management

Low-Cost Ways to Motivate

- A pat on the back.
- A smile.
- A simple, sincere thank you.
- A personal letter to the employee, with copies sent to your immediate supervisor and to the employee's supervisor.
- Public recognition in front of peers.
- Public recognition in front of one's boss.
- A letter of praise from a customer or vendor shared directly with the employee who delivered the service.
- A letter from a customer or vendor praising an employee, posted on company bulletin board.
- Listening to an employee who has an idea for improving efficiency and then acting affirmatively on that suggestion.
- Arranging employee discounts from your vendors or customers.
- Allowing the employee to work on an especially exciting project that she/he would not usually work on.
- Asking employees what non-monetary rewards they would like to have and, if possible, providing them.
- Issuing a "You Were Mentioned" certificate to employees whenever you hear something nice about them, whether from a customer, co-worker or superior.
- Electing a high-achieving employee to a quality circle or to a company-wide task force.
- Bringing in coffee and donuts after a unit-wide effort.
- Providing free lunch for employees caught in the act of victory by an appointed group of company-wide "catchers."
- Rotating the "company flag" or other symbol of excellence from deserving to deserving unit on a guarterly basis.
- Creating a small slush fund. Mete it out to managers of deserving units to do something nice for the units or for employees of particular merit.

Source: SmartMoves, Sam Diep and Lyle Sussman, Addison-Wesley, Reading MA 1990

making them feel valued, that mean the most to employees.

"An executive here once said in a speech.

The only strategic weapon we have that can't be copied by the competition is our people.'

That's why it's important to us to nurture them," Hicks says.

The Little Things

"Celebrating achievements reinforces contentment at work, elicits better performance from employees, and keeps them focused on their work," says Maritz's Jerry McAdams. Though he advocates full-fledged

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recognition programs, McAdams agrees that even little things mean a lot.

Maritz, for instance, runs a Thanks a Bunch program. It resembles AT&Ts World of Thanks program, but with a twist: Workers send each other thank-yous for special favors or jobs well done; at certain intervals, the cards are entered into a drawing for awards such as binoculars or logoed jackets. "We try to do Thanks a Bunch at times when business is particularly heavy and people need to know that they're appreciated," says McAdams.

Somehow, somewhere, someone in the New York office of the Los Angeles-based ad agency Chiat/Day came across a mannequin arm, and one of its managers resolved to make it useful. Now, every month, the arm is given to an employee—from any department or rank—who has done something outstanding for the company. The name of this handy incentive? The Right Arm Award, of course. Management presented it to the employees in Chiat/Day's print studio for pulling an all-nighter to get a project done on time. Another

month, a maintenance worker received it for helping to facilitate an office move. In addition to the coveted limb, the Right Arm Award winners also receive a gift certificate for dinner for two. "We always have fun with it. It's something that everyone looks forward to," says Adelaide Horton, chief operating officer of the firm.

Workers at Motorola look forward to their company's regular acts of recognition. But with offices all over the country, the Baldrige-winning company leaves it to its regional sectors to act independently in thanking and rewarding employees. Motorola's Phoenix-based semiconductor products sector has two dedicated motivation people on staff: They see to it that achievers are mentioned in the newsletter and are recognized at monthly communications meetings. The Motorola motivation executives favor sports, lottery, or movie tickets as small tokens of appreciation.

Motorola also gives out rewards with a sense of humor. The Pig Pen Award is a gentle reminder to workers who leave their desks in a state of disarray that they may be compromising company security. (Motorola has a strict policy of clearing desks and locking away confidential materials at day's end.) "It's a humorous way to address a serious topic," says Scott Delaney, product manager in the power products division, also in Phoenix.

Delaney says that in the last three to four years, the company has placed emphasis on frequent, low-cost recognition methods. "The stuff that goes beyond the paycheck is everything here. People need something to look forward to other than just doing a good job," he says.

In 1001 Ways to Reward Employees, author Bob Nelson offers myriad examples of effective, inexpensive expressions of gratitude: choice parking spaces; use of a company car; massage gift certificates; letting employees star in company commercials; paying for a house cleaning. Nelson points out that when it comes to low-cost rewards, most executives are limited not by budgets, but by their imaginations.

McAdams notes an additional benefit of small acts of recognition: "They don't create jealousy between workers. They don't make people feel competitive toward one another. Competition belongs in the marketplace, not the workplace," he says. "You're going to get more value by getting people to work together than by inciting them to compete."

Service Awards



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How to Create Creativity

Start by
opening your
desk drawer.
What do
you see?

pen your desk drawer. What do you see inside? You may find a red plastic ruler, some paper clips, a few pencils and maybe a roll of masking tape. These ingenious office tools were invented to help us measure, attach, write and stick things together. Or were they?

Invite a six-year old child to look into the same drawer. Suddenly the red plastic ruler becomes a flaming sword. By placing the hole in the middle of the ruler over a pencil point they have created a helicopter or a portable fan. Lay the roll of tape on its side and it becomes a basketball hoop. Now see how many paper clips you can throw in from across your desk.

It is imagination and creativity that can change a mundane red ruler into a sword and an ordinary roll of masking tape into a basketball hoop. This same creativity can be used to make mundane tasks exciting and ordinary experiences extraordinary. This article will look



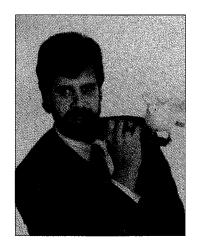
by Bob Higgins

at creative ways to approach event planning, social activities, your job and your life.

Life 101

How old are you? Did you know that my research indicates that you are exactly the right age to learn how to be more creative and open to the magic that life and your job, has to offer.

Do you know anyone in your office or company that is tired and bored all the time? A person you have learned to count on to find an obstacle in any plan, and a drawback to any new idea? As Zig Ziglars says "A person who can brighten up a room...just by leaving it." This person may work in the mail room, be a part of a committee you chair, work in the



office across the hall, or s/he may reside in the mirror that hangs on your wall.

Why do some people always seem to be enjoying their work while others, doing the exact same job, are in a constant state of misery and boredom?

Success 101

A successful life means something different to each of us. To some success is having lots of money while others will be more concerned with a challenging career. New parents might

view success as raising a healthy, happy, well-adjusted child. A person who loves the outdoors may feel more like a success by climbing a mountain than by closing a contract on a big account.

For most of us a "successful" life is our own unique combination of different elements. The only constant that all "success" has in common is the ability to make us happy. No one has ever defined success in terms of something that will make them miserable, depressed, or bored!

What many people fail to realize is that happiness does not happen to us. It is a response we can learn to apply to any situation. Robert Lewis Stevenson once wrote, "There is no duty so underrated as our duty to be happy." This statement implies that it is our responsibility to practice the "art" of happiness and thereby make our lives "successful."

The Way You Interpret Your Reality Becomes Your Reality!

Have you ever had the opportunity to visit Disney World? My favorite ride is Space Mountain. From the moment I enter the park I can feel the lure of the attraction urging me towards its waiting turnstiles. I feel like a kid as I patiently wait in line for my turn to hurl through space and I listen with anticipation to the screams of those who are going before me. I can feel my own heart pounding as I enter the sleek craft and as the car begins to move I am swept into a fantastic world that only Disney could create. As my ship rises I am lost in anticipation of the speed, darkness and sound before me. I crest the summit and...I

My sister does not like Space Mountain. She is not fond of heights and she is

uncomfortable in the dark. When we have gone to Disney World together she has gladly stayed below with my kids while my wife and I have toured the wonders of the galaxies contained within Space Mountain.

Is Space Mountain exciting or menacing?
The fact is that it is neither. Space Mountain is a cleverly designed collection of metal, gears, lights and stereo equipment. The ride itself does not have the capacity to scare or thrill. That is left to each person's interpretation of the event. Each person's experience will be determined by the dialogue that goes on between their brain and nervous system.

The same person could also experience the ride differently if they were tired, stressed, depressed or angry. Your response is not caused by the ride but rather your interpretation of the ride.

Creating Your Own Reality

The way we perceive our job, our relationships and even our lives will have a strong influence on what is to become our reality.

Turn on the news on any given night and you are apt to find that the headlines contain acts of terrorism, murder and injustice. Media focus is obsessed with drugs, violence and hatred. But is this truly reality?

Walk into almost any boys or girls club, homeless shelter, or place of worship and you can see a very different reality. A reality not as sensational as the news but a lot more abundant in our society. The fact is that for every act of violence, aggression or hatred, there are hundreds of acts of kindness and compassion that will never be seen on the news. No matter how we choose to think, feel, or act we can find people that will be glad to help us validate our misery or celebrate our happiness.

This means that the difference between happiness and misery is, to a large extent, a choice we make by the way we interpret the events that are our lives. We are all aware of the fact that we are only on this planet for a short visit. In any situation we have the opportunity to make each event in our lives a dull, routine task or exciting celebration. The choice is yours.

Creativity 101

What does creativity have to do with happiness and success at work, at home or in life? Let's get back to your office. The items contained in your desk drawer are of no

"The way we perceive our job, our relationships and even our lives will

influence on what is to become our

reality."

have a

particular interest because you have always looked at them the same way, as tools to help do a specific job. A child has no preconceived notion of the function of your ruler and is therefore at liberty to create any use that pops into his/her head.

To tap into our creative side we must first be willing to dismiss the reality we have assigned to objects, situations, tasks, and/or events and look at them anew through the eyes of a child. My good friend Rick Davis, authored a book entitled *Totally Useless Skills* in which he takes a new look at skill, objects and stunts that in Rick's words "have absolutely no redeeming social value." The success of his first book has prompted the writing of the soon to be released book *Totally Useless Office Skills*. Rick has made a career of looking at ordinary objects and situations and creatively using them in fun and extraordinary ways.

We all have the opportunity to take a totally useless task, colleague, or event and with a little creative thinking we can transform it into something fun and extraordinary.

How To Become Creative

Fresh out of college with a degree in acting I decided to pursue the life of a conjurer. My first step was to watch great magicians at work and create a list of things that they all did the same with regard to performance, style, staging, etc. As I began to develop my own stage persona I referred to this list to remind myself how I did-not-want to be perceived. Knowing that I wanted to be different caused me to look creatively at possible alternatives. Creativity comes as a result of understanding how things are normally done and then exploring alternatives.

One of our larger corporate clients recently ran into cash flow problems. For the past five years we had helped them plan a large summer carnival for their summer outing. We normally subcontracted a midway with rides and games, hired caterers, purchased prizes and scheduled entertainment. The sponsor wanted to have the same impact on his employees with a greatly reduced budget.

With the aid of a core group of company (continued on page 30)

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NESRA's 1995 Awards of

A ward Employee

V

These awardwinning
programs will
inspire new
developments
in your own
program.

Eastwood Award

The most prestigious award in NESRA's 1995 Awards of Excellence Program is the Eastwood Award. Named in honor of NESRA's first president, Dr. Floyd Eastwood, the award is presented to the most outstanding overall employee services and recreation program of 1994. With this award NESRA recognizes the achievements of employee services programming that provides opportunities for mental, physical and social development of employees and their families.

To qualify for this award, NESRA members submitted three-ring binder folios that provided answers to standard questions regarding the program's mission statement and objectives, its purpose and history, longrange goals, all the program's components, the development of its unique offerings, leadership and financial resources. Entries also included samples of promotional pieces for their programs and photos of employees participating.

Entries were designated into four categories by company size: companies with less than 1,000 employees; companies with 1,001-2,500 employees; companies with 2,501-5,000 employees and companies with over 5,000 employees. We are highlighting the winner from each category. There was no award given in the over 5,000 category.

In honor of these prestigious award winners, we highlight their overall employee program, how it's tailored to its employees and what keeps it financially sound.

2,501-5,000 employees

University of Carolina Hospitals

Chapel Hill, NC Chris Wilsman, CESRA, Employee Recreation Services accepted the award. He can be reached at (919) 966-4833

The Program

The purpose of Employee Recreation Services is to provide a comprehensive program of leisure services that will improve the health, well-being, and quality of life for the employees of the University of North Carolina Hospitals and their dependents. The Hospital supports our services by recognizing that to care best for others, we must also care about ourselves, as stated in our Hospitals' value statement.

An employee recreation manager, exercise physiologist and two secretarial staff provide professional leadership in the planning, development, presentation and evaluation of programs and services for UNC Hospitals' employees. In an effort to maximize employee input regarding services offered, an employee recreation association was formed in 1985, which acts in an advisory capacity, aiding in the development of policies and programs affecting Employee Recreation Services. The association is governed by a board of directors (employees) comprised of a chairperson, past chair, chair elect, secretary, five committee chairpersons (one per program area) and nine

Excellence Program Presents

Winning Programs

at-large representatives. Elections, are held annually for officers who serve from one to three years. Employee Recreation Services has used Hospitals, community and university facilities to meet our objectives. Our focus has been on services and programs that serve our workforce.

Starting with the Hospitals "New Employee Orientation," Employee Recreation Services makes a special effort to promote to employees the many leisure, recreation and fitness services that we offer. New employees are introduced to our services by watching a five minute videotape, that outlines our programs and service areas. Also, each item in our Employee Recreation Services Orientation Packet is explained in an effort to encourage new employees to get involved immediately.

Tailored to Its Employees

Employee Recreation Services has a comprehensive service, which includes activities within athletics, wellness, hobbies/clubs/classes, discounts and services, as well as travel opportunities. During last year, our Employee Recreation Services had 7,067 activity participants. This is a 63 percent increase in participation since 1984 when the service began. This represents 54 percent of our 4,300 full-time equivalents who participated in at least one activity last year and 63 percent of our full-time employees.

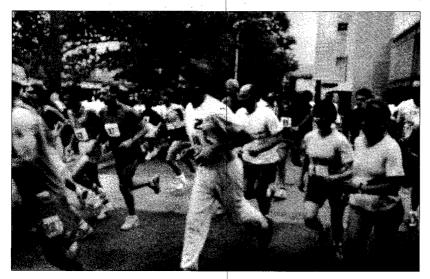
Athletics: We provide a comprehensive athletic program by utilizing hospital; community, university; city schools and church



League sports contribute to increased camaraderie at University of Carolina Hospitals.

facilities within the Chapel Hill proper. The programs, which vary each quarter, include leagues, tournaments, instructional classes and free play opportunities. Some of our seasonal athletic activities include basketball, bowling, golf, softball, tennis and volleyball. Other activities include horseback riding, swimming and a new eight-ball pool tournament.

Wellness: The Employee Recreation Services has used the new Administrative Office Building to increase our ability to provide employees with more opportunities to participate in activities. Activities include fitness assessments/consultations, ergonomics, childbirth classes, CPR certification, breastfeeding classes and smoking cessation clinics. Fitness classes are offered in aerobics



Fun Runs/Walks get UNC Hospitals' employees on their feet.



The guitar club occasionally presents live music for employee events.

Award
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new ideas.

(step and low impact), aqua step aerobics, flex "n" stretch and jazzercize. Weight control classes are held each quarter to help employees choose a sensible diet and to learn life-long changes to maintain a healthy weight.

A Wellness Fair, Safety Day and a National Employee Health and Fitness Day are annual events under the wellness programming area. Take Ten videos are used in various departments throughout the Hospitals as a stress break and to encourage team building. Opportunities have also been enhanced since June of 1995, when the patient gymnasium was finished in the Neuroscience's

Hospital. Employee Recreation Services will be able to utilize the facility before work, during lunch and after working hours.

Hobbies, Clubs and Classes: Classes and activities are held throughout the hospital proper in conference rooms and lounges, as well as at local churches. Hobbies and classes include a range of activities such as Matting and Framing; Basketweaving; Quilting; Line Dance; Ballroom Dance; Photography Contest; When There's No Mechanic; Decorative Art Rubber Stamping; and Developing Your Singing Voice. In addition to the classes, the following clubs have been developed: Retirees Club; Guitar/Musicians' Club; TarHeel Tees Golf Club and the Sharpshooters Photography Club. We have an Annual Photography contest with over 60 entries. Winning pictures are enlarged and displayed in the main hallway near an employee corner cafe.

Discounts and Services: To meet the increasing demands for this service area, two Satellite Service Centers were developed for employees to purchase tickets, drop off and pick up film and to ask questions about programs and services prior to and after normal working hours. The TarHeel Trader is a free monthly service for hospital employees that allows them to advertise items for sale or wanted to buy. Flyers, posters and newspapers are also distributed throughout the hospital to promote programs and services.

Travel: Opportunities for travel include trips to professional basketball, football, hockey and baseball games, ski or beach weekends, U-Drive packages to local/regional attractions, Putt-Putt packages and access to a travel video library to plan personal travel. An annual travel fair is held with attendance ranging from 400-500 employees. Local suppliers and travel agencies donate trips and hotel accommodations that are used as door prizes in lieu of an entrance fee to the travel fair.

Special Events: Annual events include a variety of programs and activities including a Halloween Costume Contest with prizes for best homemade costume and group costume. Our most popular event is our Annual "Employee Olympics." Events included volleyball, softball, timed swivel chairs, Fun Run/Walk and many activities. During 1994, over 1,000 employees participated in the Employee Olympics. Another popular event is our Daddy/Daughter Date Night for girls kindergarten through 5th grade and their dads. The couples enjoyed an evening of entertainment by Mr. Rainbow, a professional clown, they also had their picture taken with

their dates and were given Valentine flowers. In the fall, our Mother/Son Bowling Bash includes bowling, food and fun. During 1994, over 25 couples enjoyed the entertaining evening. Our Santa Claus Calling program uses 100 volunteers who call children of hospital employees and pediatric patients (who will be in the hospital during the holiday season) to let them talk to Santa.

Ensuring Financial Resources

UNC Hospitals Administration and our Board of Directors has made a commitment to support Employee Recreation Services. As stated in our mission statement, the Hospitals recognize that to care best for others, we must also care about ourselves. Financial support of this program as an employee benefit is one way in which the Hospitals support us. The budget for Employee Recreation Services is subsidized 55 percent by the Hospital Operating Budget for the programming of services under athletics and wellness. The remaining 45 percent is funded through fees and charges, as well as fees collected from the sale of Employee Recreation Privilege Cards.

The program has used Hospitals, Community and University facilities to meet our objectives. Our focus has been on services and programs. A yearly budget is approved for all program areas, and the staff works to meet those budget expectations. A deposit policy has been developed to ensure

accountability of the funds within the department. An internal control for the accountability of activity registrations, ticket sales and film development requires one person to be responsible for entering all registrations, another who handles the deposit on a daily basis and another who enters deposit totals into a revenue report and into a budget report for each account. The employee recreation manager is then responsible for verifying all deposits and reconciling all tickets sold on a monthly basis.



UNC Hospitals offers a motherl son bowling bash and a fatherl daughter date night.

Between 1,001-2,500 employees

SAS Institute Inc.

Cary, North Carolina Jack Poll, recreation and fitness manager accepted the award He can be reached at (919) 677-8000

The SAS Institute is committed to meeting its objectives in serving its employees' recreation and fitness needs and interests. The Institute's recreation and fitness staff is empowered to investigate, develop and implement programs and activities that serve our employee population. Employees are encouraged to offer suggestions for new programs as well as evaluations on existing programs.

Facility and equipment improvement and staff development is ongoing and is wholly supported by the Institute.

Tailored to Its Employees

The primary goals of the Institute's Recreation and Fitness Center's (RFC) program are to raise employee health

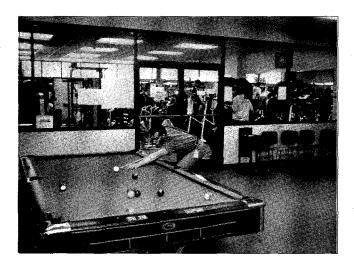
awareness and to involve as many employees as possible in fitness, wellness and recreation activities.

Employee interest and involvement is generated by providing diversified programs and publicizing these in the recreation and fitness newsletter, on bulletin boards, in an online news network and in the company cafe.

An annual Recreation and Fitness Expo is held to educate employees about the varied Center programs.

Responsiveness to the needs and interests of employees results in ongoing

Table games, court games, aerobics and other activities are offered at SAS Institute Recreation and Fitness Center.





Two members of the Recreation and Fitness Center staff performed 200 individual ergonomic assessments in 1994.

improvements in the Recreation and Fitness Center's programs. The Center's incentive programs have been redesigned to encourage participation and the aerobics classes have been increased. Different levels of step aerobic



In 1994, 66,250 employee visits were logged in at the Recreation and Fitness Center by 1,734 employees.

classes were added, along with new sports programs such as slide training. Other programs such as an expanded ergonomics program, one-toone prenatal exercise and fitness counseling and a Summer Camp Fair that provides parents with information on children's

summer camps were added in 1993 and 1994.

Participants can evaluate a program or activity and their feedback is used to improve and enhance existing programs as well as to plan new activities.

Employee participation in Institute RFC programs has grown annually. In 1994, 66,250 employee visits were logged in at the Recreation and Fitness Center by 1,734 employees. Such usage attests to success in developing diverse RFC programs.

The Institute will continue to investigate, evaluate and implement new programs that address the changing workplace and the growing interests of its employees.

The Program

Wellness Programs: The Institute believes that an extensive Wellness program will assist our employees in leading healthier lives. The Health Care Center staff works in conjunction with the Recreation and Fitness staff to develop wellness programs of interest and value to all employees. A full-time wellness coordinator was added to the Recreation and Fitness staff in 1991 to work directly with the Health Care Center in coordinating these programs.

Wellness programs are usually offered as lunchtime seminars and are available to all Institute employees at no cost. Each month 4-6 different wellness programs are offered to employees. Often family members can attend, too. The wellness activities are administered by a member of the Health Care of Recreation and Fitness staff or by an outside expert. Programs are offered on current topics that will help employees lead a healthier, richer, less stressful and more enjoyable life.

As a follow-up to seminars on breast cancer and mammography, the Institute brings a mobile mammography unit on campus to provide free screening to female employees.

Programs for expectant mothers and parents are offered on an ongoing basis. Classroom instruction in prenatal health and fitness is available to employees who are expectant parents. Seminars providing a variety of information on prenatal care and parenting are also offered. *PreNatal to Cradle*, a program begun in 1993, offers comprehensive one-to-one counseling on fitness, nutrition and other health issues to the Institutes' expectant mothers.

Special events are organized by the Health Care Center and Recreation and Fitness Centers staff to involve large-scale employee participation. A Family Health Walk, National Health and Fitness Day Walk, Health Expo, and Safety Expo are held annually to disseminate information and promote health awareness as well as to provide an opportunity for relaxation and enjoyment.

Health and fitness-related newsletters are published on an in-house basis and distributed to employees.

Enrichment of the Institute's already extensive Wellness program included the

addition of 29 new seminars/programs in 1994 such as: Alaskan Experience: Traditional vs. Non-traditional Medicine; Baking Without Fat; Coping With Life-Threatening Illness: How Can We Help?; Couple Communication Skills; Dentistry in the 90s; Living Wills; Shaping Up for Ski Season; Surviving in the Age of Anxiety: The Paradoxical Secret; and Tips For a Safer and Greener Thumb

Ergonomics Program: The Institute's ergonomic program was begun to help prevent work-related illness and injuries by providing all employees with sufficient ergonomic education and tools to allow them to perform their jobs safely, comfortably and efficiently. The formal ergonomics program grew considerably during 1994.

The year's emphasis on ergonomics began with a seminar presented to department managers that outlined ergonomic policies and procedures and the RFC mission to improve comfort and productivity through the program. Follow-up lunchtime seminars for employees were held throughout the year.

The ergonomic education process is implemented through individual ergonomic worksite assessments, *Back 2 the Core* back classes, and monthly seminars. The seminars focus on two areas of concern: 1) healthy back maintenance and awareness for active jobs and lifestyles, and 2) office ergonomics. The causes and preventive measures for cumulative trauma disorders are thoroughly discussed. The significance of OSHA guidelines and the Institute's efforts to meet those standards are also discussed.

Two members of the Recreation and Fitness Center staff are trained to perform individual ergonomic assessments. The assessment evaluates the employee's job tasks, posture during those tasks, the frequency and nature of repetitive tasks and the equipment with which work is performed. The primary goal is to make the employee as comfortable and relaxed as possible doing all aspects of job-related tasks. There were 177 assessments performed in 1993; 200 assessments were performed in 1994 for new participants and more than 350 follow-up assessments were done.

The Institute's on-site Health Care Center is an integral part of the Ergonomics program, offering advice on dealing with potential cumulative trauma disorders. The Facilities department assists with the program by constructing many ergonomics items for employees, and other items are purchased from a variety of suppliers. Employees may review and order from an internally developed catalog of standardized, comprehensive ergonomic items without an ergonomics assessment.

Company Cafe: The Institute's companysubsidized cafe offers low-cost gourmet meals to our employees. A registered dietitian manages the cafe and coordinates and plans meals. Nutritional analysis is printed on the daily menu to assist employees in making healthy meal selections. Leftovers are sold as take home items. For the convenience of our employees, the cost of selected food items are payroll deducted.

A satellite cafe with a soup, salad and sandwich bar is also open to employees in our Research and Development Building.

The cafe has been recognized for five consecutive years as Best in the Triangle by *Spectator* magazine.

Ensuring Financial Resources

The Recreation and Fitness Program is one of several Institute employee- and family-friendly benefits, and the program is funded totally by the Institute. A program budget is established for the calendar year, and all purchases are approved by the recreation and fitness manager.

New
seminars
such as
Shaping Up
for the Ski
Season,
Dentistry in

the '90s, and Tips for a

Safer and

Greener

added.

Thumb were

Get the recognition you deserve

Enter NESRA's 1996
Awards of Excellence
Program. Look for a
NESRA Awards brochure in
your mail in the Fall or call
NESRA Headquarters
(708) 368-1280 to hear how
you can start
preparing your entry.

Under 1,000 employees

The Home Savings and Loan Company

Youngstown, Ohio David J. Tyhosky, Coordinator Employee Activities, accepted the award. He can be reached at (216) 742-0500

The Program

The program consists of the following components:

Administration: In 1993 the company made a commitment to have an employee services and recreation full-time employee coordinator in



Home Savings and Loan is proud to show its support of employees participating in team events.

the human resources area. That employee helps promote programs through helping produce a newsletter and program flyers.

Athletics: The company has supported men's softball for 20 years. It was the first athletic program offered by the company. Current offerings in addition to men's softball include: Youngstown Area Community Cup (Corporate Olympics), the U.S. International Peace Race and Health & Fitness Week. These programs give employees from beginners to experts a chance to participate in structured sports. The company remains hopeful that through programs like these employees become active and stay active by modifying their lifestyles to include fitness.

Special Interest Groups: Environment Day was an off-shoot of the employees' avid interest in recycling and the environment. An employee suggestion proposed pine seedlings

be given away to each employee, along with various information about recycling. Employee volunteers made this event a reality.

Special Events: Youngstown State University Tailgate Party and football game has become an annual event with a dual purpose: Supporting our local university and getting 250 employees together for a fun time.

The Fall Hayride and Bonfire was the culmination of efforts for the last two years. Repeated requests to schedule this kind of event kept Employee Services looking for the right facility to accommodate our group. This led to the discovery of a horsepark that in addition to offering trail rides, also offered hayrides and bonfires. The facility was perfect and allowed us to offer food, fun and horse rides, a real family event to over 90 employees, their families and guests.

Additional family oriented programs include the Kids Easter and Christmas parties. Providing activities to employees who have small children and grandchildren has proven extremely popular. These programs funded entirely by Employee Activities, have brought new enthusiasm from previously uninvolved groups.

Wellness: Tyhosky says, "The challenges in wellness continue to surprise and overwhelm us. Our indirect goals are to improve communications, strengthen relationships between employees and keep employees healthy." To reach these goals over 25 activities were held throughout the year.

As in years past, charitable based activities continued to receive support by the employees through active participation in numerous events.

Wellness has been an area dabbled with for several years, and for the first time in 1994 received some serious support. In addition to the normal blood pressure and cholesterol screening offered in years past, mammogram screening and flu shots were offered company wide. Through the help of the Breast Care Center a van was brought to the main office and all female employees were encouraged to undergo testing. The Company's offer included paying 50 percent of any out-of-pocket expenses the employee might have after insurance payment. Eleven employees participated. Visiting Nurses took on the challenging task of immunizing employees against the flu in October. In three days a nurse traveled the 248 miles stopping at all the branches and the main office. Employees

voluntarily could receive the shot at no cost to them. The response was great with 30 percent or 114 employees receiving the shot.

Tailored To Its Employees

Tyhosky credits his company's involvement with the local chapter of the National Employee Services & Recreation Association (NESRA) that enables Home Savings and Loan to provide employees with local and regional opportunities for entertainment and leisure time activities at reduced costs. The affiliation nationally has provided employees with discounts on hotels coast-to-coast, car rentals, airfare and theme attractions. Capitalizing on networking, Home Savings was able to arrange for 27 employees to join a ski trip scheduled by a local ski shop. In addition many other discounts help employees get more for their money.

Community minded programs included: Clean-up Youngstown, the second year of caring for an adopted parking lot project across the street from the main office building. Cleaning up refuse and attempting to plant flowers proved more challenging than anticipated. A Red Cross Blood Drive was a surprising success. Employees gave generously and seemed interested enough to have them come back again.

A new responsibility added to the area of employee services was the main office lunch room. Employees found it a benefit not having to leave the building for lunch, coupled that with a low cost have made this a benefit to the employees that work here. Several changes have been made to address different wants and needs of the employees who eat in on a regular basis and improvements on food quality, quantity and variety continue.

Employees are burdened with regulatory, customer, job, family and a slew of other stresses. We hope the programs offered provide recreation, entertainment and camaraderie working to make Home Savings a nicer place to work.

Ensuring Financial Resources

Our company is very supportive of all of the programs as far as financial commitment. We have been included in the budgeting process and have learned how to project how much funds are needed to operate the current programs. We have also begun to propose an estimate future financial commitment for new programs. We are ever mindful of the limits our

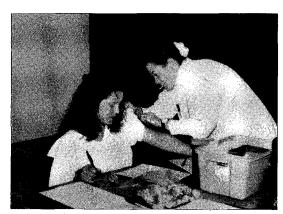


Participating in community events encourages employees to be active and at the same time promotes Home Savings and Loan as a great place to work.



Employees asked for a hayride and bonfire event with trail rides and they got it.

company has in terms of financial support and have begun through our employee activities area to use the funds brought in through merchandise sales for projects wanted by employees but not funded by the company. We utilize Quicken™ software to help us account for income and expenses in a professional manner.



Thirty percent of employees took advantage of free on-site flu shots.

NESRA's 1995 Awards of Excellence also recognized winners of the Program of Excellence and its new Communication Award

Program of Excellence Award

he Program of Excellence is awarded in recognition for the most outstanding individual program activities within an overall employee services and recreation program in 1994. Those who entered submitted answers to questions regarding the program's objectives, its description, its history and purpose, evaluation of its success, developing future leadership, financial stability and unusual challenges. The winners provided thorough answers to these questions and provided outstanding materials supporting each answer.

NESRA Proudly Announces the Winners of its Program of Excellence Award

Dallas Area Rapid Transit

Dallas, TX
"A Night of Stars"—Agency Awards
Program
Linda Williams, employee programs
administrator, accepted the award

Frito-Lay Employees' Association

Plano, TX
"Winning Together Blood Drive
Program"
Mona Palmer, volunteer coordinator,
accepted the award

Phillips Petroleum

Bartlesville, OK
"H₂O Water Fitness Challenge"
"Late Night With The Three
Musketeers" and "V.I.P. Volunteer

Instruction Program"

Jan Castelli, CESRA, senior staff
recreation representative, accepted the
awards

Blue Cross Blue Shield of Texas

Richardson, TX
"Lone Star Health Fair"
Scott Dobbs, health and fitness specialist, accepted the award

Hilton-Parma Recreation Department

Hilton, NY
"Longest Continuous In-Line Skating
Conga Line"
Daniel Charcholla, recreation
director, accepted the award

Nationwide Insurance Company

Columbus, OH
"Service Recognition Day"
Jackie Sells, employee activities
supervisor, accepted the award

Henry Ford Health System

Detroit, MI
"Zoolympiad"
Tina Hipps, senior public affairs
officer, accepted the award

Household International

the award

Prospect Heights, IL
"Household International Wellness
Fair"
Ann Sobanski, assistant vice
president, employee services accepted

Communication Award

he Communication
Award was presented to
the organizations that
had an outstanding
overall communications
program dedicated to employee
services and recreation in 1994.

Those who entered provided answers to questions regarding the communication program's goals and objectives, its methods of communication, evaluation procedures of the program's effectiveness, unique challenges it has overcome, slated improvements and resources utilized for program's implementation. Entries also included samples of promotional pieces enclosed in attractive three-ring binders.

NESRA Proudly Announces the Winners of the Communication Award

Over 5,000 employees

Honeywell Employee Club

Minneapolis, MN Kelly Brogan, sales, marketing and communication specialist, accepted the award

2,501 - 5,000 employees

Blue Cross Blue Shield of Texas

Richardson, TX Scott Dobbs, health and fitness specialist, accepted the award

1,001 - 2,500 employees

The Malden Hospital

Malden, MA
Joan Brothers, director,
cardiovascular services, accepted the
award

NESRA Proudly Announces the Winners of its Chapter Merit Award and the Leonard R. Brice Chapter Award

objective is to recognize those chapters that have attained certain levels of achievement. The scope of the program is broad and includes recognition of the chapter's efforts to effectively network among members, promote professional development of members and conduct its affairs in a sound business manner. Chapters need to score points in every category to qualify for an award. Categories include chapter networking and professional development, chapter management and operation and a bonus category. Within these categories a chapter's attendance at NESRA Conferences, its hosting a vendor fair, frequency and participation at local meetings, program variety, continuing education, contributing articles to any NESRA publication, chapter newsletter, member recruitment practices and financial management are some of the factors taken into consideration.

ESRA's Chapter Award Program's

Two levels of recognition may be awarded:

- A.) Leonard R. Brice Superior Merit Award —awarded to Chapters earning 1,600 or more points and
- B.) Chapter Merit Award —Awarded to Chapters earning 1,200-1,599 points

If you would like to receive a copy of a particular complete award entry, please call NESRA Headquarters (708) 368-1280 or FAX your request to (708) 368-1286. Most entries are lengthly therefore copies will only be sent by mail.

NESRA is proud to announce the 1995 winners of the highest Chapter Award—
The Leonard R. Brice Award:

Massachusetts Association for Recreation and Employee Services

Boston, MA

1995 President Joan Brothers accepted the award

Minnesota Employee Recreation and Services Council

Minneapolis-St. Paul, MN 1995 President Kathy Kidd accepted the award

NESRA New York City

New York, NY 1995 President Gloria Roque, RVESRA accepted the award

Tri-County NESRA

Santa Clara, CA

Director of Programs Betsy Long, CESRA, accepted the award

NESRA also congratulates the following Chapter Merit Award Winner

Michigan Employee Services and Recreation Association

Detroit, MI

Secretary and Director of Special Projects Beverly Weiss, CESRA, accepted the award

CREATIVITY (continued from page 19)

volunteers we approached each area of the event as a creative challenge. The budget would not support a midway so we organized a corporate Olympiad instead. Teams were given budgets to have T-shirts made up, a winners' podium was constructed, and prizes were made available through company inventory. With ideas from a toy catalog we were able to design and construct midway games that were not only less expensive than the rentals but were used each year thereafter. Prizes were also purchased in bulk from the catalog along with a bingo game that turned out to be the hit of the picnic.

The catering was done by the company food service personnel. We rented barbecue pits, a cotton candy machine and a sno-cone machine.

An in-house talent contest rounded out the day's entertainment with prizes once again

being supplied through company inventory.

*Creativity comes from not having the budget, space or personnel to do things "the usual way."

We once worked with a resort that had a dance for its employees each year. For the last two years the attendance at the dance had dwindled. With their limited budget we were still able to turn their dance into a theme party that attracted almost all of the employees. Instead of a Top 40 band we contracted a Country Band (a risk the owner was reluctant to take) and hired a line dance instructor. We purchased straw cowboy hats and

bandannas for all in attendance. From another catalog we were able to purchase some low cost cardboard western town decorations that helped transform the lounge into a western town. *Creativity comes from the need to put new life into an annual event.

Mastering Creativity

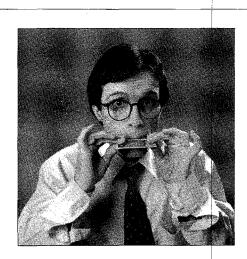
It has been said that necessity is the mother of invention. If this is true than it must also be the mother of creativity because invention is simply the result of applying the creative process to a specific task.

Since the beginning of time "need" and "panic" had the ability to lead mankind down the road to creativity. The key to Mastering Creativity is learning to use it as a first option instead of as a last resort. Instead of waiting for a stressful situation to force us to be creative we can begin to look at every task, event, or person we meet in a creative way. REMEMBER that creativity is simply looking at a given situation in a new or different way in order to make it more fun, more interesting or more functional. Here are some places to start:

- If your job is boring ask yourself: How can I do my job differently to make it more fun, interesting or efficient?
- If you are not getting along with a colleague ask yourself: Am I contributing to this conflict? or What can I do or say to begin to mend this relationship?
- If you are in charge of the company picnic ask yourself: Do we have to do the same thing in the same way or can I help develop a new direction for our picnic?
- If you have been overlooked for a raise ask yourself: What can I do to catch the eye of the person in charge of giving me a raise? How will I make myself worth the extra money I think I deserve?

For most of us our creativity muscle has gotten out of shape. The more we exercise our creativity the more easily and naturally creative ideas will come to us. And if you get stuck and have problems getting started on the road to creativity I have a suggestion. Invite a six year old to come to your office and show them all the treasures you have in your top drawer.

Bob Higgins is a motivational speaker and customer service consultant who uses his background in magic and performance to make his presentations EnterTraining. He is president of C-H-F Associates and vice president of the National Speakers Association and a member of the Massachusetts Association for Recreation & Employee Services (MARES).



Credit Card Buzzing

Take two credit cards and hold them back to back so that the bumpy numbers are on the outside. Hold the cards EXTREMELY LOOSELY at the edges of the short sides. Now blow air in between the cards. The sound you hear will precisely express your feelings about the interest you are paying on those cards.

From the soon to be released book Totally Useless Office Skills by Rick Davis.

Health promotion

Motivating Volunteers to Be Instructors

by Jan Castelli



I.P. represents "Volunteer Instructor Program" that consists of a group of 30-50 volunteers who instruct all of the Phillips land and aquatic exercise classes. Currently there are 22 classes per week that require volunteer support.

The objective of the V.I.P. program is to recognize the efforts, support, enthusiasm and dedication of our volunteers who put in countless hours and hard work teaching and supporting the entire exercise program, under staff guidance. The V.I.P. acts as an incentive to participate and teach since there are no wages paid. It is a great incentive program, which inspires volunteers, acts as an incentive for others to become more involved, and saves the company close to \$20,000 a year in wages that are normally paid to exercise instructors in other wellness environments.

Program Description

The program is designed to reward and recognize volunteer exercise instructors for the time they give to the exercise program by awarding points for teaching classes, attending workshops and training to become certified instructors. No wages are paid to the Phillips exercise instructors, they are all volunteers. They teach because they enjoy it and they also enjoy helping others achieve and strive for certain fitness and wellness levels.

The program is based on a point total system. Points are earned for various activities performed in the program. For example, teaching a 30-minute exercise class is .5 points and completing a national certification is 20 points, etc.

Recording points is an individual responsibility and is based on the honor system. After completion of each point level, point cards are turned in for recording.

Each point level includes a list of awards available for selection. Awards are available when each point level is achieved. Instructors will choose one award from each level.

There are 10 levels in the program at 100 point increments. In addition to level awards, five-year service awards are also presented and the instructor is recognized in newsletters, bulletin boards, etc.

How the Program Began

Volunteers in any program are very important individuals who can enhance a program by their support, time, enthusiasm and expertise. They are also great "marketers" for the program. However, to keep volunteers contributing, they must receive something in return, or an incentive to continue.

The Phillips Exercise Program has been in existence for over 20 years and has always been conducted with volunteers. Five years ago, a training program was implemented that allowed volunteers to participate in outside workshops, training opportunities and certifications. This was possible by developing a training budget for the program. Phillips will pay registration fees for volunteers to participate in these training opportunities to keep abreast of safety information and the latest exercise information, techniques and motivational tools.

In 1993, we felt we needed to do more for the volunteers for the countless hours they devote to the program. It is their time that has helped to develop a successful, quality exercise program. Therefore, the V.I.P. was developed in February, 1994, to further reward and recognize those volunteers who help maintain the program at its current level of quality.

Cost of the V.I.P. program is approximately \$2,000-\$5,000 annually depending on training expenses turned in and the number of V.I.P.

It is a great incentive program, which inspires volunteers. acts as an incentive for others to become more involved, and saves the company close to \$20,000 a

year.

HEALTH PROMOTION

levels achieved and cost of gifts presented.

The training program has a separate set of guidelines that each instructor must follow,

Chart A

Volunteer Instruction Program Level Requirements and Rewards

LEVEL I - 100 Points

Each instructor will receive an additional 100 points when they teach or co-teach their first class. A VIP T-shirt will be awarded at the first level.

LEVEL II - 200 points

■ VIP Athletic Bag

Level III - 300 Points

- \$25 Chamber of Commerce Gift Certificate
- Choice of Video
- Choice of Cassette
- IDEA Magazine subscription for one year

LEVEL IV - 400 Points

VIP Sweatshirt

LEVEL V - 500 Points

- \$50 Chamber of Commerce Gift Certificate
- The "SLIDE" (or alternative)
- Personally engraved clock
- IDEA Magazine Membership for one year

LEVEL VI - 600 Points

■ VIP Jacket

LEVEL VII - 700 Points

- \$100 Chamber of Commerce Gift Certificate
- Tape Recorder (\$130 value)
- Reebok Bench

LEVEL VIII - 800 Points

■ VIP Sweatsuit

LEVEL IX - 900 Points

■ \$150 Chamber of Commerce Gift Certificate

LEVEL X - 1000 Points

Special VIP Award and one of the following:

- \$250 Chamber of Commerce Gift Certificate
- One workshop expenses paid (up to \$250)
- Shangri-la trip—2 nights (or alternative)

Five Year Awards are presented to instructors for each five years of continuous service with the program.

that sets limits on the number of workshops that can be reimbursed, etc. The company still saves \$15,000-\$20,000 annually by operating with volunteers.

Long Range Goals

Creating a Positive Experience:

The elements of the V.I.P. that are tailored to our employees are:

- **1.** Most of the volunteers are employees and therefore, classes are scheduled around work priorities.
- 2. The classes are tailored to the skill levels of the instructors so there is a mutual and comfortable environment in which to teach.
- **3.** The program allows flexibility for the instructor due to their work and time commitments, therefore, eliminating any stress builders that may develop.
- 4. We offer classes the volunteers want to teach rather than telling them what they must learn to teach. This works quite well and the instructor is comfortable teaching classes s/he wants and the participants want as well. This eliminates any possibility of causing undue stress for the instructor.

Developing Instructors

One to two full time employees coordinate the volunteer program, V.I.P. and training as part of their overall responsibilities. It is their responsibility to maintain a level of enthusiasm and to motivate the volunteers to remain involved and continuing their responsibilities in the program.

By offering "in-house" and "external" training opportunities, we are improving the skill level of the instructor, but also building confidence and leadership skills in the volunteers when they lead classes.

The exercise arena is in constant movement and change, that's why instructors must provide updated, healthy and safe information to participants. Each time a volunteer becomes aware of more information, s/he passes this information to the participants in his/her classes. This not only improves the instructor's skill and knowledge level, but encourages participants to start and continue the path to a healthy lifestyle.

Continuous training opportunities can only help to continue the goal to provide a quality program that will draw more participants to attend regularly.

Chart B

Point Reference	Table
Points Per Activity Teach 30 minute class	.50 pts.
Teach 45 minute class	.75 pts.
Teach 60 minute class	1.00 pts.
Teach 75 minute class	1,25 pts.
Each National Certification (see Chart C)	20.00 pts.
Each National Re-Certification	10.00 pts.
Each Workshop attended (Internal or External)	5.00 pts.
Attending a National Conference	10.00 pts.
Miscellaneous items each (see Chart C)	1.50 pts.

Chart C

Approved Certifications:

AFAA—American Fitness Association of America

ESA—Exer Safety Association

U.S. Water Fitness Association

ACE-American Council of Exercise

AEA—Aquatic Exercise Association

Cooper Institute for Exercise Leaders

(Note: Other certifications will be considered on an individual basis as requested)

Financing the Program

Each year, the general and administrative budget includes funding for the V.I.P. Program and training program for volunteer instructors. The program is considered a benefit for our volunteers for their continued support. What the company receives in return is far greater than the \$2,000-\$5,000 spent on the program.

This is a program that does not generate income, but it does generate participation and it generates healthier lifestyles, leading to lower overall health care costs. Therefore, the volunteer program contributes to the overall wellness objectives of the company.

Phillips Management is a strong supporter of recreation, fitness and health and supports these programs that, in turn, supports our overall wellness objectives.

We strongly believe the program is a safe program by providing training, safety opportunities, CPR training and programs for the instructors throughout the year.

Chart D

Approved Miscellaneous Items:

- Developing a tape (not copying)
- Assisting with workshops
- Training new instructors
- Special projects or committees

(Note: Other miscellaneous items will be considered on an individual basis as requested)

Jan Castelli, CESRA, is recreation and fitness representative, Phillips Petroleum Co. in Bartlesville, OK. Phillips Petroleum Co. won a total of three Program of Excellence Awards this year.



Warm weather and great offers await you.

As a NESRA member, there are times when you may need to get away, to follow your dream, to do the things you like best. With over 120 locations in the United States and Canada, and in select cities through Europe, it's easy to take off and enjoy the special benefits of Alamo's membership program. You'll enjoy discounted daily, weekly and weekend rates. And there's no charge for additional drivers.

In addition, NESRA members will save money with either of the attached coupons. Take \$25 off an upgrade on any rental of 2 to 4 days. Or if you're planning on

getting away for a little while by traveling to Florida, California, Arizona or Nevada, you can take \$15 off the rental of a midsize car or \$20 off the rental of a fullsize car, on a 5 to 14 day rental (see below for coupon terms and conditions). So take off, relax and start doing the things you like to do best.

For reservations, call your Professional Travel Agent or call Alamo Rent A Car at 1-800-354-2322 (TTY number for hearing impaired 1-800-522-9292). Be sure to request I.D. Number 236413 and Rate Code BY. For weekend rates request Rate Code A1.



It comes with the territory.

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Alamo features fine General Motors cars like this Pontiac Grand Am.

40958TS695

\$25 OFF AN UPGRADE

- Certificate is valid for \$25 off an upgrade on rentals of 2 to 14 days. Upgrade subject to availability at time of rental, as certain car types may not be available.
- The maximum value of this certificate which may be applied toward upgrade charges is \$25 off (not valid on time and mileage). No refund will be given on any unused portion of the certificate. Certificate is not redeemable for cash.
- Only one certificate per rental, not to be used in conjunction with any other certificates/offers or an Alamo Express PlusSM rental.
- A 24-hour advance reservation is required. Reservations are subject to availability at time of booking
- Certificate must be presented at the Alamo counter on arrival. Valid in the U.S.A. only. Once redeemed, this certificate is void.
- Certificate is subject to Alamo's conditions at the time of rental. Certificate does not include any taxes or other optional items.
- Certificate is void if altered or duplicated in any way. In the event of loss or expiration, certificate will not be replaced.
- Offer valid through June 29, 1996 except: 06/29/95-07/08/95, 07/21/95-08/19/95, 08/31/95-09/02/95, 10/05/95-10/07/95, 11/22/95-11/25/95, 12/14/95-12/30/95, 02/15/96-02/17/96, 04/04/96-04/06/96, and 05/23/96-05/25/96.

For reservations, call your Professional Travel Agent or call Alamo Rent A Car at 1-800-354-2322. Be sure to request I.D. Number 236413 and Rate Code BY.



40958TS695

\$15 OFF OR \$20 OFF

- Certificate is valid for \$15 off on a midsize car.
- Certificate is valid for \$20 off on a fullsize car.
- Valid on rentals of 5 to 14 days.
- Valid on Ichidas of 3 of 14 days. Certificate is valid with an airline ticket on rentals in Florida, California, Arizona and Nevada.
- Only one certificate per rental, not to be used in conjunction with any other certificates/offers or an Alamo Express Plus[®] rental.

 A 24-hour advance reservation is required. Reservation is subject to availability. Certificate must be presented at the Alamo counter on arrival.

 Once redeemed, this certificate is void.

- Certificate is subject to Alamo's conditions at the time of rental.
- The maximum value of this certificate which may be applied toward the basic rate of one rental is \$15 off on a midsize car or \$20 off on a fullsize car. The basic rate does not include taxes and other optional items. No refund will be given on any unused portion of the certificate. Certificate is not redeemable for cash. Certificate is void if altered or duplicated in any way. In the event of loss or expiration, certificate will not be replaced.
- Offer valid through June 29, 1996 except: 06/29/95-07/08/95, 07/21/95-08/19/95, 08/31/95-09/02/95, 10/05/95-10/07/95, 11/22/95-11/25/95, 12/14/95-12/30/95, 02/15/96-02/17/96, 04/04/96-04/06/96, and 05/23/96-05/25/96

For reservations, call your Professional Travel Agent or call Alamo Rent A Car at 1-800-354-2322. Be sure to request I.D. Number 236413 and Rate Code BY.

DB60 \$15 OFF

| | DB61 | \$20 OFF

Alamo 40958TS695

UB05

Joining The Same Team

by Cynthia M. Helson, editor

t's easy for employee store managers to view themselves as gatekeepers of their employee store. They guard employee customers from high prices and low quality merchandise. While employee store managers continue to search for quality merchandise at the best price, they need not view suppliers as their adversaries. Instead, they should view suppliers as partners working to deliver desirable merchandise that employees will buy. When you're successful selling suppliers' products, they may benefit from future sales. Suppliers want you to be successful, therefore they are on your team.

Here are some tips to keep you and your suppliers working towards success.

1. Approach suppliers with enough information about your situation.

- Inform them of the number of employees you serve and give the demographics of the group.
- Explain how your employee store operates.
 - —Is it a for-profit store or a break-even operation?
 - —What are its hours of operation?
 - —Describe what product lines you carry
 - —Describe the location of your store within the company

When researching a new supplier:

- Examine the quality of the product and if your desired quantity is available.
- Pay as much attention to the services offered by the supplier as you do the product. For example, see if the product is available to be purchased on consignment. Buying on consignment allows you to only pay for what you sell. It also allows you to return unsold merchandise freeing up your storage space.
- Ask what the supplier's policy is regarding delivery time.

- Ask what their billing practices are and if discounts are given to early payments.
- Determine what the profit margin is on the particular product line.
- Ask where the product line is sold in retail.
- Try to determine ahead of time if this is a product line that you think you can make money selling.
- Ask for suggestions on how to introduce a new product line.
- Ask for references and call your peers to see how they are using particular product lines and how they've been successful selling it.
- Ask if the items are seasonal. While snack items may seem to be popular year-round, your supplier can tell you which ones sell better in summer and which in winter.
- Determine how labor intensive it will be for you to offer the product or service.
- Identify how much space is needed to properly display the product line.
- Look for a balance of products and services to offer in your store.
- When going out to bid, get your bid at or near the quantity you will actually purchase. If you're purchasing quantity is substantially lower than your bidding quantity, the supplier will have to refigure cost.

3. Throughout your dealings with suppliers, continue to keep communication lines open to allow for new suggestions and other useful tips.

- Be sure you understand the supplier's method for taking orders and filling them.
- Place your orders far enough in advance.
- Return phone calls from suppliers. Remember that while you may not be ready for their latest offering now, you may be looking for that product line later. The

more you talk with suppliers the more you'll learn.

- Keep your suppliers abreast of what's selling and what isn't.
- Inform your supplier when you're having a special promotion on an item. The supplier may be able to help with additional promotional materials.
- Find out what you can do for your supplier to make their job easier. In the long run, this may lead to making your job easier.
- Ask if there are price breaks for certain quantities and if you can save costs in shipping.

If you have something in mind, but do not see it offered, ask your supplier if it could be made available. You may be surprised to discover what's possible.

All in all, keep an open mind when listening to suppliers. Value them as resources and as a means to satisfying your customers. Keep them informed of how you'll be using their product and how it's selling. Remember that the suppliers are in place to help your store make money yet, the two of you depend on each other to become successful.

DID YOU KNOW?

Job Market Tip #4: Most resumes only get 15 to 45 seconds attention when they are first received and reviewed in an organization. Consequently, your resume must lead with your strengths. A Key Word Preface at the top of your resume, just below your name and address, is one way to highlight your special skills and expertise. This Preface should include 25-35 nouns or short phrases that detail your knowledge, skills, abilities and experience. Use initial caps for each entry, followed by a period. Then, use the rest of your resume to provide additional detail about each of items in the Preface.

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Ask For Our Special Group Rates

(Would you like to see our previous Job Market Tips? Just give us a call and we'll send them to you.)

Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

▼ Links & Legends Club

1860 Blake St., Ste. 760 Denver, CO 80202 (303) 292-6363 (303) 295-0555 FAX Contact: Philip Smith

Links & Legends is a membership club for golfers. We save our members time by making all guaranteed tee times as well as all other travel reservations. We save our members money through our association with resorts, car agencies, golf courses and airlines. We inform our members as to travel ideas through our newsletter and our informed travel agents.

SmartHealth Plus

23625 Commerce Park Rd., Ste. 202 Beachwood, OH 44122 (216) 595-3890 (216) 595-3888 FAX Contact: Andrew Lefkowitz

SmartHealth Plus has joined forces with America's premier health and fitness companies to provide discounts of up to 60 percent at 30,000 pharmacies, 16,000 dentists, 1,600 vision care outlets and on exercise equipment, medical supplies, vitamins, hearings aids and more.

Taylor Imports

3178 Braeburn Circle Ann Arbor, MI 48108 (313) 677-3801 Contact: Aaron Taylor

Taylor Imports carries a line of high quality, 100

percent silk, handmade Italian neckties at a price savings of from 50-60 percent under the very best men's clothing stores. We bring our ties directly to you in your office so time and money are saved.

Update your '95 NESRA Buyer's Guide and Services Directory by noting the following additions/corrections:

- Alamo Car (travel) new contact: Erik Barnes, (800) 328-8018 ext. 7282, (305) 522-0000 ext. 7282, Reservations number stays the same (800) 354-2322.
- Creative Learning Group (merchandise) new name/address: Crosby Enterprises, 3 Hot Brook Rd., Brookfield, CT 06804, phone and FAX: (203) 775-3749.
- Fun Services (specialty) new location: contact: Loren Greenwood, 13434 NE 16 St., Bellevue, WA 98005, (206) 644-1820, FAX: (206) 644-5282.
- Print, U.S.A. (specialty) new contact: Mark Bender

New
membership for
golfers;
discounts at
pharmacies,
dentists, vision
care outlets
and other
health care
supplies; and a
new supplier of
Italian neckties.

(Continued from page 40)

V

Designate an anonymous bulletin board where employees can ask management questions without using their names. Post replies from management on the board.

bagel and cream cheese party while another group would prefer a pizza party.

- Provide two dates for an activity.
- Conduct a Needs Assessment for each shift.

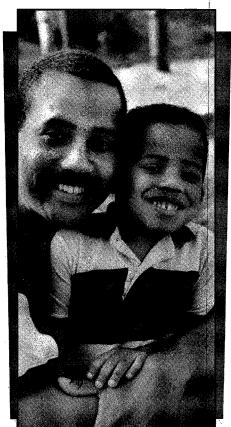
Attaining Management Support

- Invite management to committee meetings.
- Be a team player with management. Help them obtain their goals while informing them of the employees' needs.

- Designate an anonymous bulletin board where employees can ask management questions without using their names. Post replies from management on the board.
- Change roles even if it's for an hour. This lets each side know the ins and outs of the other's jobs.
- Recognize good work and good deeds—even from management.

Promoting Fitness

- Promote walks for charity organizations such as Walk for Hunger.
- Offer on-site dieting seminars, stress reduction, smoking cessations.
- Organize intramural sports.
- Dedicate space for on-site aerobics.
- Decorate your workplace with balloons and bring on-site community expertise to set-up displays on health concerns—create a festive health fair.



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We help kids with asthma breathe easier. So their parents can, too.

The American Lung Association fights lung disease by helping kids and their parents control asthma. Call 1-800-LUNG-USA to learn more.

Because...when you can't breathe, nothing else matters.*

+ AMERICAN LUNG ASSOCIATION.

1-800-LUNG-USA

It pays to be a NESRA Member.

The more you get involved, the farther your networks reach. Extended networks lead to increased resources. And we all know, extended resources allow you to do more with less. Doing more is a must. NESRA resource information saves you money and time, and remember, time is money.

For more information, contact Ken Cammarata at NESRA Headquarters 2211 York Road, Suite 207, Oak Brook, II 60521-2371 (708) 368-1280.

NESRA chapters

Northeast Region

National Director Ann Denise Jameson.

CESRA, **(203) 843-8304** FAX (203) 843-3390

Regional Director Mary Lou Panzano,

Mary Lou Panzano, RVESRA **(201) 802-2913** FAX (201) 802-7918

Baltimore NESRA/ Baltimore, Maryland. Neal Siebold (410) 234-6173, FAX (410) 234-5290

JERSA/Newark, New Jersey. David Costa, RVESRA, (201) 893-2016, FAX(201) 893-2736

LFRA/Washington, D.C. Mary Paulos, (202) 289-5372

MARES/Boston, Massachusetts. Joanne Haynie, (617) 391-2421 FAX (617) 396-7540

NESRA-Connecticut/ Hartford, Connecticut. Judy Wind, RVESRA (203) 843-8744, FAX (203) 843-8567

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NESRA/New York City/ New York, New York. Mary Ann Larkin,CESRA (212) 483-3844, FAX (212) 483-6467

NESRA-Niagara Frontier, Buffalo, New York, Michael Chapin, (716) 684-2345, FAX (716) 684-4436

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SPERA/York, Pennsylvania. Barb Spurlock, (717) 851-2321 FAX (717) 225-8089

Southeast Region

National Director Tala Howard Reynolds, CESRA, (904) 358-5201

FAX (904) 358-5474

Regional Director

Regional Director Cindy Jameson, CESRA (813) 579-8600, FAX (813) 579-4981

NESRA-Atlanta/Atlanta, Georgia. Penny Lewis (404) 564-6264

NESRA of Augusta Georgia/Augusta, Georgia. John Felak, CESRA, (803) 725-2175, FAX (803) 725-9598

NCTC of NESRA/ Research Triangle Park, North Carolina. Chris Wilsman, CESRA, (919) 966-4833, FAX (919) 966-1898

NESRA Chapter of Nashville/Nashville, Tennessee. Kathy Roadarmel, (615) 370-7075, FAX (615) 370-7209

NESRA of Northeast Florida/Jacksonville, Florida. Jenette Peek (904) 391-4750, FAX (904) 391-7903

NESRA South Florida/ Ft. Lauderdale, Florida. Ray Parker, (305) 460-2360, FAX (305) 460-2399

North Carolina Foothills Chapter of NESRA/ Charlotte, North Carolina. Tammy Thomas, (704) 327-5000, FAX (704) 327-5337

SESRA/Orlando, Florida. David Bell, **(407) 826-7433**, FAX (407) 826-7319 River City NESRA/ Louisville, Kentucky. Debbie Colston, (502) 627-2503, FAX (502) 627-2259

Tampa Bay/Suncoast/ Tampa, Florida. Cindy Jameson, CESRA (813) 579-8600, FAX (813) 579-4981

Midwest Region

National Director

Joyce Schlosser, CESRA, **(309) 557-3193** FAX (309) 557-2559

Regional Director Kay Baker, (612) 291-3035, FAX (612) 232-3324

MERSC/Minneapolis-St. Paul, Minnesota. Sue Shepherd, (612) 459-1482

MESRA/Detroit, Michigan. Mickey Alderman, (810) 435-4500, FAX (810) 435-0515

NESRA of Central Indiana/Indianapolis, Indiana, Kathy Norcutt (317) 481-5703 FAX (317) 240-5211

NESRA-Chicago/ Chicago, Illinois. Helen Scoggins, (708) 518-5026, FAX (708) 518-5008

NIESRA/Warsaw, Indiana. Deana Kendall (219) 372-7457

PEERS of NESRA/ Bloomington, Illinois. Pat Hursh, RVESRA (309) 663-3246, FAX (309) 663-3119

NESRA-EOWP/ Warren, Ohio. Shawn Kutan, (216) 793-5571, FAX (216) 799-9005

Southwest Region

National Director Pud Belek, CESRA (713) 792-8022, FAX(713) 794-4520 Regional Director John Rath, (214) 334-5910, FAX (214) 334-2019

NESRA of Southeast Texas/Houston, Texas. Cynthia Barclay, (713) 440-2217, FAX (713) 440-2355

NESRA of North Texas/ Dallas/Ft. Worth, Texas. John Rath, (214) 334-5910, FAX (214) 334-2019

NESRA of Colorado/ Denver, Colorado. Gay Page, (303) 759-1519, FAX (303) 756-3063

NESRA of San Antonio/ San Antonio, Texas. Denise Staudt, (210) 670-4557, FAX (210) 670-4656

Western Region

National Director

Pam Tessitore, CESRA **(602) 336-3900**, FAX (602) 968-4078

Regional Director Betsy Long, CESRA (408) 773-3233, FAX (408) 746-3877

AIRC/Burbank, California.Vicky Townsend, (818) 775-4217, FAX (818) 775-4328

ESROC/Orange County, California. Phyllis Smith, CESRA, (818) 913-4014, FAX (818) 913-4014

GLAAIRC/Los Angeles, California. Nancy Penrod (310) 530-1981, FAX (310) 534-5941

Gold Coast NESRA/ Camarillo, California. Jeffrey Knight, (805) 987-6811 x4218, FAX (805) 987-9495

Golden Gate Chapter of NESRA/San Francisco, California. Dale Shafer, CESRA, (510) 246-6257, FAX (510) 246-6230 NESRA Chapter of Southern Arizona/ Tucson, Arizona. Grace Mendoza, RVESRA (602) 791-4181, FAX (602) 791-5641

NESRA of Greater Phoenix/Phoenix, Arizona. Ada Faulconer (602) 582-7866, FAX (602) 581-4048

NESRA of the Inland Empire/Riverside and San Bernardino, California. Elaine Maynard, (909) 688-4301, FAX (909) 688-2425

NESRA of San Diego/ San Diego, California. Pat Shephard, (619) 929-1236, FAX (619) 929-8317

OARES/Oakland, California. Sandra Johnson, (510) 302-6043, FAX (510) 302-6173

SESRA/Seattle, Washington. Traci Jones (206) 358-8840

SGEAA/San Gabriel, California. Bob Cuthbertson, (818) 301-8464, FAX (818) 930-5345

SNESRA/Las Vegas, Nevada. Jennifer Morgan (**702**) **295-6369**, FAX (**702**) **295-7327**

Tri-County NESRA/ Santa Clara, California. Carolyn Wimberly, (510) 498-2222, FAX (510) 438-5454

UTESRA/Salt Lake City, Utah. Clyde Wohlgemuth (801) 863-8674, FAX (801) 863-4406

International Region

Toronto Employee Services and Recreation Association/Toronto, Ontario. Deborah Fillippe (905) 470-3600, FAX (905) 470-3852

olutions in ES&R

Low-Cost Program Ideas

The MARES Chapter of NESRA in Boston, MA dedicated a meeting in the winter to sharing low-cost-no-cost ideas and solutions to common problems. Carolyn Fischer facilitated the meeting and divided the group into six groups. Each group brainstormed ideas on one of the following themes. Here is a list of their ideas:



for Recreation and **Employee Services**

Providing Rewards and Incentives

- Honor an employee of the month or year place his/her picture in the company newsletter with a human interest story about him/her—award him/her with a special pin/star.
- Thank committees for their work with a Massachusetts Association small gift or a free lunch.
 - Let the aroma of fresh popped popcorn fill the air—rent or buy a popcorn machine and give employees a free treat. A volunteer or manager or a different department can operate the machine during lunch.
 - Give away gift certificates, movie tickets or turkeys either monthly or occasionally.
 - Give out NESRA discount coupons or discounted tickets during lunch.

Motivating Employees After A Downsizing

- Hire a motivational speaker immediately after the layoffs.
- Establish an information board to keep employees abreast of internal news or changes.

Hold a bike rodeo-use the services of nonprofit agencies to oversee bike safety such as the police department.

- Hold a benefit fair.
- Hold raffles.
- Offer a free day at a museum.

Balancing Work and Family

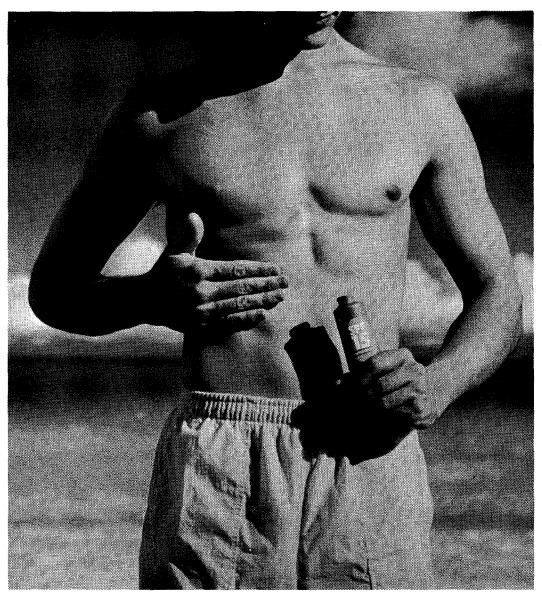
- Host holiday parties and summer outings.
- Hold a used sports equipment sale—this can be held after work so that the children of the employees can sell or trade their skates or other sports equipment.
- Coordinate book exchange program—this can include books on a variety of topics for adults and children. An employee can take a book if s/he brings one to replace it.
- Offer mini-carnivals with midway games.
- Encourage fitness with olympics for children.
- Hold a bike rodeo—use the services of nonprofit agencies to oversee bike safety such as the police department.
- Host pasta night—volunteers can cook the meal or work with your food service program. A cash bar for sodas and other drinks can help defray the cost of the main meal. Door prizes make it more fun.

Servicing Different Employee Shifts

- Stagger hours for special events to include all shifts.
- Videotape seminars and other events that must be held in the daytime so that other shifts can view them.
- Designate a person in each shift to be involved in the planning of an event.
- Designate a "Make It Special Group"—each shift could plan something special for their people. Perhaps the night crew would have a

(Continued on page 38

How To Rub Out Skin Cancer.



Just rub in some sunscreen.

Using a sunscreen of SPF 15 or higher will help protect you from harmful sunrays that cause skin cancer. So will wearing hats, covering your arms and legs, sitting in the shade, or going indoors.

In short, almost anything you do to reduce your exposure to the sun will improve your chances of avoiding America's most common form of cancer.

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For more information, call: 1-800-ACS-2345



Support Your Team, Without Taking A Loss.

The benefits that employee associations provide through sports activities and social and cultural events have long been recognized. Many major corporations appreciate the value of employee associations in managing stress, enhancing teamwork and attracting and retaining high level employees.

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Enjoy all there is to gain through an employee association and keep all the bases covered!

Call 1-800-535-4693 for detailed information or application.







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Published by the National Employee Services and Recreation Association August 1993



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Budget Now to Attend

NESRA's 55th Annual Conference and Exhibit

April 21-25, 1996 at The Mirage, Las Vegas, NV



Delegate registration fee is \$425

Room rates are \$114 (single or double)

Call The Mirage directly to reserve your room (800) 627-6667 or (702) 791-7444.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, call or fax NESRA Headquarters at the numbers listed below.

Hosted by the Southern Nevada Employee Services and Recreation Association



NESRA

National Employee Services and Recreation Association 2211 York Road, Suite 207
Oak Brook, IL 60521-2371
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Be a part of history as NESRA celebrates its 55th Anniversary!

CONTENTS

Volume 38, Number 7 August 1995



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Departments

4 News in Brief

Integrety Tests Can
Predict Theft . . . Try SelfHelp for Memory Loss . . .
Employees Have 90 Days
to Prove Themselves . . .
Headaches Cost More
Than You Think . . .
Sharpening Interview
Skills . . . Use of Managed
Care Intensifies Overseas . . . New Morality Makes
Headway

27 Health Promotion

Mainstreaming Fitness at Ashland Oil, Inc. *By David M. Dale*

25 Employee Store

Gearing Up for the Winter Holiday Season By Kim Rice

31 NESRA Chapters

32 ES&R Solutions

Retiree Club Continues Relationships Among Peers By Jim Mc Cowen

Features

6 Surviving An Internal Audit

Arm yourself with the dos and one don't found in this article.

By Patrick W. Melvin, C.P.A.

8 Employee Stores Evolve to Meet Changing Needs

You'll see stores that began from closets and other modest means which have blossomed into impressive showpieces. By Cynthia M. Helson

16 Outsourcing:

Adjusting To Being Affected By It, Avoiding Being A Victim of It

Do you depend on internal resources to get your job done? What would you do if they were taken away? By Bud Fishback, CESRA

19 Integrating Wellness at Chattanooga State: A Well-Designed Plan

This article can save you time and energy developing a strategic plan for integrating wellness into your organization's culture. Read it, keep it and pass it along to others trying to accomplish this major feat.

By Tom Crum

Plan now to attend NESRA Regional Conferences

September 14-17, 1995—Western Region Conference, The Disneyland Hotel, Anaheim, CA. To receive information, call Phyllis Smith, CESRA, (818) 913-4014.

October 3-4,1995—Midwest Region Conference, Mall of America, Minneapolis, MN. To receive information, call Sue Shepherd, (612) 459-1482.

February 15-17, 1996—Southeast Region Conference, Clarion Hotel, Orlando, FL. To receive information, call Cindy Jameson, CESRA, (813) 579-8600 or David Bell (407) 826-7433.

I'm Amazed!

by Cynthia M. Helson NESRA Director of Communications



Employee

store

managers

should be

commended

for keeping

their stores

fresh and

inviting to

their captive

market of

employees.

ow! I'm amazed at all the different types of employee stores our members operate. There's quite an array of employee store presentations—there's stores without walls, catalog services, gift stores and full-scale department-like stores. Turn to page 8 to find out how some NESRA member stores began and to see how large they've become.

It's no wonder many members join NESRA's special membership for "Employee Stores." With so many different types of operations, employee store managers need NESRA to expand their network of peers. Afterall, it saves them time and energy when they can call a friend to see what sells in their store or to schedule a visit.

Employee stores continue to open. Through telephone interviews, I discovered from Bob Crunstedt, CESRA, the Honeywell Employee Club, Minneapolis, MN has opened another employee store July 17, 1995 and Roger Lancaster is planning to open an employee mini-mall at USDA Employee Services and Recreation Association's Riverdale, MD location. You'll be hearing about these new facilities in the future.

So many of our members are doing great work with their employee stores. They really need to be commended for keeping their stores fresh and inviting to their captive market of employees.

If you know of a peer doing something especially innovative with his/her employee store or if there are issues you'd like to see covered in the employee store section of this magazine, call me (708) 368-1280 and tell me about them. I look forward to hearing from you.

This issue also contains an interesting plan to integrate wellness in your organization's culture on page 17. Though the article is written by a nonNESRA member, it is laced with so many practices NESRA urges its members to adopt. The Award-Winning Chattanooga State Technical College offers a step-by-step plan for true integration.

Are you concerned about outsourcing?
Concerned that you'll lose access to key services needed to get your job done? Read Bud Fishback's article on page 14 to prepare for these changes.

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NEWS

IN BRIEF

▼ Integrity Tests Can Predict Theft

Integrity tests can accurately predict detected theft among job applicants, according to a study conducted by researchers at Florida Atlantic University, Boca Raton, FL. Among the study's findings: in comparing a sample of individuals who completed an integrity test prior to being hired, those who were eventually fired for stealing scored several points lower on the test's honesty scale.

In the time the study was conducted, 54 employees were terminated for one or more of the following behaviors: mishandling cash or merchandise, taking merchandise home without permission and cash register shortages. Study results indicate that individuals fired for theft scored much lower on the PSI and SEAI honesty subscales than the 57 non-terminated employees.

The study states that to avoid any bias regarding opportunity to steal, all 111 employees worked the same hours during the same time period under the same supervision and detection methods. Researchers also noted that among the

terminated employees there were no significant differences in honesty scores based on race, gender or age.

For information on either the Personnel Selection Inventory or the Station Employee Applicant Inventory, contact London House, 9701 W. Higgins Road, Rosemont, IL 60018, (800) 221-8378.

Try Self-Help for Memory Loss

ost people become a **IV** little more forgetful as they get older, but sometimes it is caused by a treatable condition, says HealthTips, Stanford University Medical Center News Bureau. In about 10 percent of all senior citizens, this memory loss is a result of depression, which, if diagnosed properly, can be treated with various prescription drugs that help control the biochemical changes in the brain that are causing the problems.

About 5 percent of elderly people with memory loss suffer from a form of dementia, such as Alzheimer's disease.

Dementia is difficult to diagnose and treat.

Professional care is

important for these conditions that have underlying medical causes.

To begin with, pay attention to what you need to remember, and don't try to do and think about too many things at once. Another helpful technique is to associate names with characteristics. Books and even classes are available to help older people fine-tune their memories. If someone is finding success with a self-help memory program, he or she is probably dealing with simple memory loss, not a more serious underlying condition.

Employees Have 90 Days to Prove Themselves

Accountemps, companies are likely to give new employees three months to iron out the rough spots in their job performance before determining whether or not the firm has made a successful hiring decision.

Executives were asked, "How many weeks does it take to know if you have made a successful hire?"
The mean response was 12 weeks.

The first 90 days on the job are generally viewed as a trial or grace period. It is

a time for employees to learn the ropes and make a smooth transition into their new role—and it gives employers the chance to see if the person is a good fit within the organization.

▼ Headaches Cost More Than You Think

H eadaches have outplaced back pain as the leading cause of absenteeism in the U.S., reports *Performance*. Roughly \$57 billion each year is spent in costs lost to ineffective working time, missed workdays and medical expenses. Some companies are starting to deal with headaches by offering free classes in stress management and relaxation techniques.

Other companies have employees keep diaries to determine what activities and stress levels seem to bring about head pain and teach employees biofeedback methods to lessen pain.

Companies say employees should use muscle relaxation exercises when they are under stress, to cut head pain before it becomes too intense. Many headaches are due to an employee's lifestyle. A different diet or mild exercise may help with the headaches.

▼ Sharpening Interview Skills

The eager candidates have been preparing for weeks—they've researched your company, rehearsed answers to questions that might be asked and contacted their references to ensure they put in a good word for them. On the day of the interview, they arrive on time, professionally dressed and wearing a smile. Are you ready for them?

Robert Half, founder of Robert Half International explains that while jobseekers are taught the value of carefully preparing for important interviews, all too often, managers themselves never learn how to conduct a successful job interview.

Half offers these suggestions for getting the most out of a job interview:

- Before meeting with an applicant, carefully review his/her resume and prepare questions based on what you've read. Highlight areas you would like the candidate to discuss.
- Allow yourself plenty of time to spend with the applicant. Hold phone calls and plan to devote all of your attention to the task at hand.
- Take notes during the interview, so that once you've met with all of the applicants, you can go back and review your written comments about each.

- Let the candidate do most of the talking. Ask open-ended questions, such as, "Describe a typical day on your last job?" to discourage them from giving yes or no answers.
- Test the applicant's actual knowledge by asking questions specific to his/her purported area of expertise.
- Conduct more thorough reference checks by making the calls yourself and speaking with people who are not on the candidate's list of references. This can be done by asking people you do talk to for names of others who have worked with the applicant.
- Introduce top candidates to the people with whom they would be working. Try to get a sense of their interpersonal skills and overall attitude. Ask your staff for their reactions to the applicant.

Use of Managed Care Intensifies Overseas

International benefits executives expect to export U.S.-style managed care techniques to their overseas operations to control growth of employee health care costs, according to a survey reported in the "AIG Managed Care Monitor," published by AIG Managed Care, Inc., a member company of American International Group, Inc. (AIG).

Nearly one-half (47 percent) of the health

benefit managers predicted an increase in the use of managed care techniques abroad over the next five years. Fifty-nine percent of the managers polled expect their overseas group health benefit costs to rise by 10 percent or more annually during the same period.

Three-fifths of the managers attribute rising overseas health benefit

costs to demand for private-sector health care or to shortcomings of public health care systems rather than to growth in the number of employees, regardless of the location of their overseas operations. Two in five say their overseas costs account for more of total health care costs than three years ago.

v New Morality Makes Headway

M any feel that morale deficit is a great threat in our society, reports USA Today. A group called, Community Forum on Character and Values, met to discuss the roots of social disintegration. The forum host says, "we have convinced ourselves that values don't matter and if values do matter then we're not allowed to talk about them publicly.

Some of this has changed since the November elections, Republicans say personal responsibility should play a role in public policy. Other changes that are in evidence:

- President Clinton says the efforts of a minister who works to keep troubled couples together should be supported.
- In Dallas where high school dropouts are taught personal responsibility, 98

- percent get their high school equivalency degree, compared to 35 percent for other area programs.
- Criminal court judges are sentencing offenders, particularly young ones, to community service or value-building programs.
- Leaders are starting to speak out. Pope John Paul II's Crossing the Threshold of Hope is a bestseller.
- An East Coast university will have an ethics and moral leadership program for students in its business, divinity, law and medical schools.



Surviving An Internal Audit

by Patrick W. Melvin, C.P.A.

Understanding the
control
environment
can help your
internal audit
go smoother.

n internal audit can be disruptive to the daily routine of your staff. The internal auditor will probably be analyzing controls, analyzing transactions and so forth. As part of analysis work the auditor may need to review invoices, minutes, an organization chart, systems flowcharts, bank reconciliation, other account reconciliation's etc. A key to surviving an internal audit is to know what management and/or what your sponsoring employer is trying to accomplish. An internal audit is a component of a good internal accounting control system. Internal controls are policies and procedures used to manage and reduce risks. A definition of risk that I think is very concise is in Evaluating Internal Control by Kenneth P. Johnson, C.P.A. and Henry R. Jaenicke, CPA, Ph.D. "...potential for realization of unwanted, negative consequences of an event." As stated by the American Institute of Certified Public Accountants in its Codification of Statements and Auditing Standards, management is responsible for designing, implementing and maintaining a system of internal controls. Good managers assess risk and implement cost-efficient measures (internal controls) to manage that risk. An internal audit is a component of a good internal accounting control environment because it provides management with an independent review of the accounting and financial reporting functions of an organization.

One of the concerns of an internal auditor is the overall control environment. In general terms, the accounting control environment is one in which management has a system where transactions are executed with management's authorization, transactions are recorded to facilitate the preparation of financial statements, access to assets is permitted only with management's authorization, and the accounting records are periodically compared with the physical assets. For each organization this will involve unique and specific procedures. For instance the preparation of financial statements and comparing actual results to a budget is a control; the

Chart A

Tips for an Internal Audit

Do:

- Know the control environment of your organization
- Minimize the time of the audit by having the control environment documented through narratives or flowcharts
- Designate one person to assist the internal auditor in the gathering of invoices or other documents that the auditor may request.
- Designate a time to address the questions of the auditor.
- Be open-minded about suggestions and ask for and receive a copy of the internal auditor's findings.

Don't:

■ Do not approach the internal audit in a negative fashion. The internal audit can result in improvements to operations.

dissemination of financial information to board of directors or trustees is a control; segregation of accounting duties among employees is a control. The internal audit function can highlight control weaknesses. Deficiencies in the accounting and financial reporting functions are more readily improved upon if weaknesses are known. The internal auditor may reveal situations where controls are not working or transactions are not being executed and/or recorded with management's authorization. In short, the internal audit is a very useful management tool. If one looks at the internal audit in this light, the physical disruption that is created can be more readily accepted.

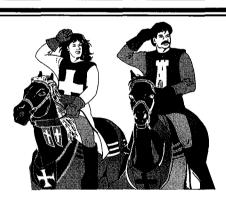
That disruption can also be minimized if management is aware of its accounting control environment. Management should periodically review all its activities, specifically review the execution of these activities and identify the controls that are in place.

Conclusion

If you know the control environment in which the organization's activities are carried out, the learning curve for the auditor should be reduced. Try to provide the auditor with a narrative or flowchart of your organization's activities and the controls involved with the execution and recording of the related transactions. In addition, consider designating one responsible person to assist the auditor in pulling of invoices and documents. Request the auditor to provide a list of documents s/he wants each day and also try to designate a specific time each day for management or designated, responsible personnel to be available to the auditor for questions. Approach the audit with a positive mental attitude. The internal audit can be and should be a management tool for assessing and improving operational efficiency.

Follow the dos and one don't shown in chart A.

Patrick W. Melvin. C.P.A. is a certified public accountant and partner with the firm of Skalitzky & Noonan, Ltd. Located in Palos Heights, Illinois, the firm specializes in the rendering of accounting, audit, tax and consulting services to over 50 tax-exempt organizations and affiliates.



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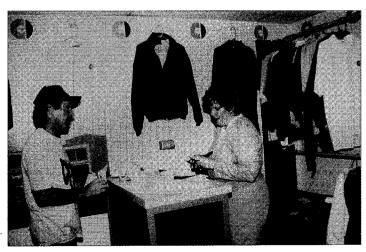
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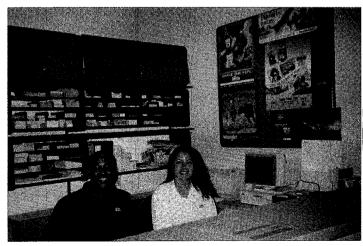
Employee To Meet Changing

by Cynthia M. Helson, editor

Would you expect to find carbon monoxide detectors at Eastman Kodak's employee stores? Read how responding to employees' needs and doing more with less caused changes in employee stores.



General Store Activity Center Counter at Great Western Bank, Chatsworth, CA, attracts traffic into the employee store.



Employee Store at Cold Metal Products, Youngstown, OH, features a popular product, logo wearables.

Stores Evolve

Veeds

hat can you expect to find in an employee store? You would imagine to see company logo wearables-T-Shirts, caps and sweatshirts. It would also seem logical to envision company-made products such as skin care items, at Avon's stores, or cameras at Eastman Kodak. But what about casual clothes at Lockheed Recreation Association's store, barbecue tools that look like golf clubs at Motorola's stores and carbon monoxide detectors at Eastman Kodak's store? How about vacuums and crystal at McDonnell Douglas' store, which is a 7,500 square-foot store located in a strip mall a mile-and-a-half from the plant.

Varying In Size and Scope

Employee stores are not all alike in terms of size and scope of product lines. Some are actually stores without walls such as the one run by Joyce Caldon of *The New York Times* who uses four glass display cases to show off company logo T-shirts and sweatshirts, logo teddy bears, beach towels that fold into tote bags, shorts, coffee mugs, back packs, umbrellas and other items, in the back of her cafeteria during lunch. Others are similar to mall gift shops, like the often cited Purchase Place at PepsiCo, which features logo wearables, a variety of general gift items and convenience items.

As varied as they are, they also differ on how they are established. Some are designed not to make money, but to be a service to employees, others are break-even operations but increasingly, many are becoming self-sufficient entities. Some even make a profit to subsidize employee activities.

More companies are offering their

employees the time-savings of buying gifts, clothing, snacks and other convenient items onsite for prices that are far below retail. For instance, at Avon's stores, employees can purchase almost any Avon product at variable discounts. According to Dianne Summers, coordinator of the employee store at Avon's Newark, DE, location, "Employees get to see and buy our new merchandise along with our other products. To continue to give our sales force the edge, we showcase new merchandise one campaign behind the sales force." Avon management also uses store recognition certificates to reward employees. Other stores sell a variety of logo and non-logo items but they often present the best quality merchandise for the best price. They make it easy for employees to complete their errands. For example, they sell ready-made pre-wrapped gift baskets and greeting cards so that an employee can get all necessary items for a gift in one spot.



Reader's Digest Association Store, Pleasantville, NY, is a showcase for Readers's Digest World Headquarters.

Picking up on
workplace
trends tends
to lead to
selling
different
product lines.

With the workforce being a majority of professionals, editorial and tecnically-skilled employees and with many employees expecting babies, these displays attract buyers at Reader's Digest. In many cases, the employee store becomes a source of pride. It becomes a standard stop for out-of-town guests and it is often a highlight to the company tours given to job applicants. These stores can make a great impression on employees, visitors and potential employees.

Responding to Employees

For example, at Reader's Digest World Headquarters, in Pleasantville, NY, many visitors ooh and aah when they enter its employee store. Barbara Shaw, manager, employee services and corporate food service, operates a posh "showcase" of a store. In addition to offering Reader's Digest books at 50 percent off, Shaw elegantly displays framed artwork selling for \$250, afghans, china, chimes and other gift items in what she describes as "a high class gift store." Shaw's 3-member staff must be meeting the needs of Reader's Digest's 1,650 employees because sales are high.

Part of Shaw's success comes from identifying what she wanted the store to be and on identifying employee demographics. When she took over the store, she says it was a country store mixed with inexpensive and expensive items. It didn't seem to make sense to her so she thought the most logical combination with books would be high scale gifts for birthdays, anniversaries and weddings. Shaw says, "I looked long-term. If employees have to buy a gift, I want them to buy it here." Her employee population, a majority of professionals, editorial and technical employees, enjoyed the change. Like all employee store managers, Shaw has to continue to deliver new, fresh merchandise to her captive customer audience. She admits, "I would walk the streets to see what was displayed in windows. I'd go to shows and in a lot of stores. When sales began to slip, I went into baby products because I noticed so many people were pregnant." Her sales picked up because she appealed to mothers-to-be, employees attending baby showers and grandparents buying gifts.

Picking up on workplace trends can lead to selling different product lines. For example, at Empire Blue Cross and Blue Shield, New York, NY, management focused on the results of a study that linked having music at the workplace to increased productivity. While the company used to have music piped in, it decided to allow

some employees to listen to their own music at their workstations. Denise D'Alessandro, coordinator of employee activities, who manages the store, stocked up on clock radios. Now when she's asked, "What's a hotselling item?" she says, "We're selling so many clock radios!"

Dave
Rigglesford,
CESRA,
supervisor,
employee stores,
Eastman Kodak,
Rochester, NY,
saw the interest
employees had
at a safety show





coordinated by Kodak's safety department. "They had such a large turnout at the show and I noticed more employees were talking about a home safety store that opened nearby." Rigglesford says, "When the vendor from the safety show asked me if I'd be interested in carrying these items in the stores, I said, sure I'd give it a try." Then he merchandised the items by creating a "safety corner." The display features a steering wheel lock device for the car, rock decoys to hide some spare house keys, fire extinguishers, carbon monoxide detectors, key alert, home radon test and other items. One interesting product is a blinking light a runner attaches to him/herself while running. The light blinks to notify drivers of their presence. Rigglesford used his creativity to increase its sales when he marketed them at Halloween to be put on little trick-or-treaters.

Vicky Townsend of Great Western Bank, Chatsworth, CA, also cites emergency kits and pocket first aid kits as popular items. NESRA President John Felak, CESRA, Operations Recreation Association, Aiken, SC, is having success with home and work safety items. Felak says, "Safety items have been a good tie-in with our site. Our management likes them be-cause they reinforce safety at work and home. The company sold home safety items in a ware-house and subsidized them, but few people knew they were available. We have probably sold 10 times as much as they did and we raised the price."

Lockheed Recreation Association, Fort Worth, Texas' store began in 1974 as a souvenir store selling models of the military planes the company built. Then, it sold T-shirts, ball caps and belt buckles featuring the aerospace wonders. Now the 315-square foot "Gift Store" has a storage room about 5' x 20' and another smaller closet for storage. Today the store sells logo items, gifts for calendar holidays, calculators, toys and gadgets. Because of an employee's request for casual clothes like golftype shirts, shorts, and socks, non-logo items are offered and the response has been tremendous. "The trick is to remain open-minded and to consider offering everything we can deliver some form of a discount-even if it is casual clothesfor a price that is far below other prices in the area," indicates the marketing supervisor. Marilyn MacGregor. In addition, in the plant, the store runs a glass-cased booth about 15' x 20' long with 4 feet of work space.

McDonnell Douglas', employee store "kind of just grew" says Bob Mussoff, business unit manager, employee auxiliary services. In the

1950s, "It started out of a shopping cart—an employee sold coveralls to workers. Then a store was developed to sell tools needed to do the job." Today the store still sells precision assembler tools—but it sells much more. This mini-department store stands in a strip mall a mile-and-a-half from the main plant. It sells almost everything-men's, women's and children's clothing, microwaves, automotive repair items, baby furniture, camping equipment, cologne, cosmetics and it even has its own sound room featuring items like stereos, TVs and VCRs. The most drastic change about the store, which averages sales of \$6 million a year, is not in its broad range of merchandise but that "it's paying for itself," says Mussoff. The store is not only self-sufficient, but it supports the operating costs associated with some employee hobby clubs. Mussoff says "While some stores say they are self-sufficient, they are not actually paying for all their overhead costs. Our store pays for all costs associated with the store. We pay rent for the space we occupy."

Employees, their families and the public can come to the store from 10 a.m..-6 p.m. Monday through Saturday to look at the latest offerings

"Our
management
likes them
because they
reinforce
safety at
work and

Eastman Kodak, Rochester, NY, is having great success with its safety corner.

home."





To serve its plant employees, the Lockheed Recreation Association, Ft. Worth, TX, has a Gift Shop Booth in the plant's cafeteria.



Listening to employees' requests pays off at the LRA Gift Shop located at Lockheed's Recreation Area Clubhouse in Ft. Worth, TX.

in clothes, crystal, vacuums, gift baskets and a variety of other products. The items are not offered at a discount but the store serves from several hundred to several thousand customers a day. The convenience of payroll deduction and special promotions such as parking lot sales, childcare fairs, pictures with Santa and contests for kids keep everyone coming back.

Mussoff says, "Keeping employees coming back is the key to a store's success especially

since the store has to appeal to the same audience again and again." Some of the most popular ways to do this is to offer photofinishing services or dry cleaning services that require both a drop off and a pick up visit to the store. Many stores house all their discount tickets in their stores so that employees have to go into the store to pick up the tickets. This way an employee becomes familiar with where the store is and how it's laid out. The store managers then use merchandising and display techniques to catch the employee's eye while they're inside and to make a sale.

Special promotions like drawings, giveaways and sales, when advertised correctly, increase traffic as well. Linda Crish, Lynx Software coordinator of Cold Metal Products, Youngstown, OH, plans to give away lunch-box-size coolers with a certain dollar amount purchase. She's also holding a drawing in an upcoming month: All shoppers can register to win two free theme park tickets to the park of their choice.

Keeping It Fresh With Limited Resources

Today's store manager knows getting the employee in the store is only part of the equation that adds up to a sale. Their job is to make each visit an exciting, interesting experience that makes them want to buy. Many rearrange merchandise weekly to make it look as though there's something new each week. To keep fresh merchandise coming in, some order in small quantities. Once an item is gone, a new item is displayed.

There's another way store managers offer new merchandise without having to stock it: They coordinate

on-site vendor sales. "It's so easy," says Joe Hauglie, CESRA, employee services manager., Computing Devices, International, Bloomington, MN, "All you have to do is pick a date for the vendor to come. A third party comes on-site, with their merchandise and their staff. They display the merchandise, service the customer and collect the money. All store managers do is advertise the sale and provide the space." With this little effort, the store can

collect a percentage of the vendor's sales. Bristol-Myers Squibb uses these sales to increase its store's income. "Employees really appreciate these sales," says Debbie Leggett, manager, employee store for Bristol-Myers Squibb in Lawrenceville, NJ.

These sales are also opportunities for stores to generate revenue. "Our store would be a break-even operation if we did not have one- or two-day special sales," says Hauglie. "With one vendor show we generated \$700 just for sending out a flyer and arranging space and a date—and let's face it, every little bit adds up."

On-site vendor sales can be a success whether a company has an existing store or not. Remember, NESRA members conveniently sell items to employees in a variety of forms. Tables can be set up in cafeterias, lobbies, conference rooms and other locations within companies.

Today's economic environment of doing more with less means working smarter—generating revenue with low overhead. On-site vendor fairs are one solution. There are others. Rigglesford, of Kodak, whose staff is currently at 14 people to manage 10 stores says, "I've noticed closerknit relationships developing between store managers and vendors. For example our greeting card vendor comes in, inventories the stock, buys stock, orders it and displays it. With staffs shrinking, this type of relationship is becoming more common." Offering new products does not always mean more work. Suppliers are more willing to assume the risk, the worry and the responsibility of stocking your shelves.

To cut down on the cost of storing inventory and reduce the risk of 'no sells,' there's an increase in managers practicing "just-in-time inventory." They get small quantities and reorder quickly when they need it. Consignment programs are also popular. "If a product is available on consignment, I'll take a look at it," says MacGregor.

Catalogs can be used as stand-alone programs or to complement an existing store. It can feature items too big and bulky to stock. John Blankinship of Kraft Packaging Corporation in Closter, NJ, says, "Today's catalog suppliers are tailored to deliver what employee services providers want: a convenient service offered to employees with little effort which can generate revenue or simply break even by offering employees a discount." Catalogs for wedding invitations and personalized stationery is one of the most cited no-hassle money makers.

Throughout the country, employee store



McDonnell Douglas' employee store, Long Beach, CA, started out of a shopping cart. Now it's 7,500 sq. feet an self-sufficient.



(Above and below) McDonnell Douglas' store, located in a strip mall, offers gifts, clothing, TVs, VCRs, camping gear and much more.



"He (our CEO) likes that it advertises our company when employees wear our logo items to golf outings and when they give our hats and golf balls as gifts to clients."

managers are providing employees the service of purchasing items on-site. Dain Bosworth, Inc.'s store, in Minneapolis, MN, began in a closet. Its store manager, Carol Klein says to potential store managers, "Don't be limited by the space you have, just go ahead and try it. One chapter member just has a table at the end of the hallway and they did close to \$250,000 worth of sales in logo wear with a mail-order program. All they did was display the items, collect the money and fill the orders." She adds, "I hope a lot of people who want to do this aren't scared away by space limitations or limited human resources, there are a lot of ways to do this and so many companies want to advertise their company with logo merchandise."

Giving The Company Benefits

"It's of prime interest to our CEO to have this store that he was willing to look into options to expand the space we had," says Klein of Dain Bosworth, Inc. She says, "He likes that it advertises our company when employees wear our logo items to golf outings and when they give our hats and golf balls as gifts to clients."

Some employee store managers are finding that their customers are not always employees buying for co-workers, their families or themselves. Sometimes management becomes a customer as they rely on the services of the employee store manager to provide service awards for employees, items for department raffles or merchandise for employees who have reached goals. In many companies, departments have allocated money for morale giveaways. At Operations Recreation Association, Felak made it easier for department managers. He offers gift certificates

which can be specified to the penny in amount and can be designated for 'safety items only' or 'general merchandise.' Department heads are relieved of choosing items and carrying them back to their departments.

When NESRA members were interviewed for this article, many said their top selling items were logo wearables—caps, T-shirts, sweatshirts and some jackets too. "We talked about whether to sell logo or non-logo items," said Linda Crish, "We decided you can buy a plain jacket anywhere, so we decided to feature logo items." In fact, listening to her employees allowed her to offer logo items employees wanted—and they bought—hats, jackets, shirts with the company logo and the employees' union logo on it. Employees wanted these wearables to wear on the plant floor. These continue to be a big success. Store managers often take great pains to maintain the integrity of the company's logo by putting it only on quality merchandise. The better the quality, the more it sells.

In addition to logo items, stores sell other items such as candy/gum, greeting cards, coffee mugs, sports bags, picture frames, gift bags, key chains, plush toys and gadgets, sports bottles, coozies, pen and pencil sets, pantyhose, Tylenol, baby books, mylar balloons, daily planners and golf balls. This is just a sample of what's out there and store managers are always looking for something new.

Conclusion

Many employee stores began to meet a specific need-to sell coveralls or high-tech model fighter planes—and they grew in size and scope as employees requested that more items become available. As more employees try to accomplish a whole list of errands in a lunch hour, they look to the employee store to solve some of their problems, to save them time and to often save them money. As companies began seeing positive responses in terms of increased demand for more items and services, raves from visitors, additional advertising with logo items, increased awareness of safety and the ability of the store to service company departments, the stores expanded. Employee stores will continue to change as they mold themselves into the much-appreciated employee services centers that they are.



Cold Metal Products makes the most of its space to deliver products employees want.

New Publication!

Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

A "How To" Approach to Event Production, Marketing and Sponsorship

Employee club members, corporate special event planners and fair/festival planners will find this 108-page innovative, comprehensive, creative guidebook a useful tool for planning special events. *Special Events: Inside & Out* offers the following information and materials:

- a start-to-finish master plan
- budgeting and proposals
- committee structures
- securing sponsorships
- publicity and advertising strategies
- · working with volunteers

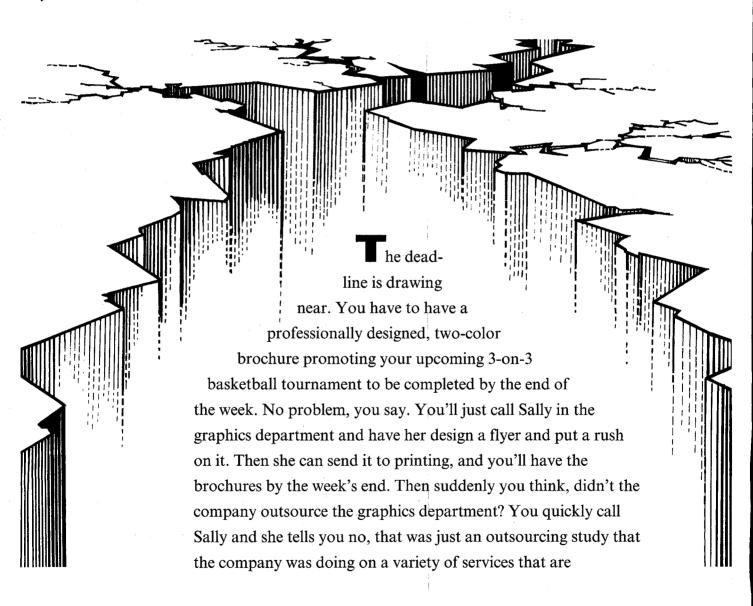
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National Employee Services &
Recreation Association
2211 York Road, Suite 207
Oak Brook, IL 60521-2371

Outsourcing

Adjusting to Being Affected By It, Avoiding Being a Victim of It

by Bud Fishback, CESRA



offered. You relax, knowing the brochures will be completed on time. The uncomfortable feeling continues, however, as you begin to contemplate, what if the company outsourced a

variety of the services that are used?

While this scenario may not have happened to you yet, the trend toward outsourcing of in-house resources has had a serious impact on employee services and recreation programs.

What is Outsourcing?

While not new to the corporate workforce,

outsourcing is a fairly recent phenomenon. *The Field Guide to Business Terms* defines outsourcing as "the obtaining of materials or components from suppliers outside the organization." A

more common definition might be, "the elimination of jobs at a company." Make no mistake, the trend over the last few years has been for some companies to reduce their workforce by literally thousands of employees. According to a recent Time Magazine article, IBM has laid off 35,000 employees, Boeing 28,000 employees, Sears 50,000 employees, Phillip Morris 14,000 employees and Xerox 10,000 employees. Now certainly all of those layoffs were not for jobs that were being outsourced, but many were. What types of jobs are being looked at for outsourcing? In reality, any type of job can be outsourced. The big winners of corporate downsizing are the temporary employment agencies, whose numbers have doubled from 3,500 in 1989 to 7,000 in 1994. At least 50 percent of this growth is in agencies providing professionals, up to and including senior managers.

More importantly, to us as employee services and recreation providers, the types of organizations that are being outsourced include employee stores, corporate fitness centers. cafeteria services, employment offices, various administrative services and public relations, just to name a few. Even if your company has not yet begun outsourcing, chances are they will. The trend has been increasing and this will continue. According to noted management consultant/author Peter Druker, in 10-15 years

"organizations may be outsourcing all work that is 'support' rather than revenue-producing and all activities that do not offer career opportunities into senior management."

How Can You Prepare?

Even if your company has not decided to outsource any organizations, preparing for that possibility would be a wise investment of your time.

Employee Morale

Check with any Fortune 500 company today and chances are you will find organizations that have been outsourced. In addition, in companies such as Boeing, "make-buy" studies are being done to examine the benefit of outsourcing particular organizations. Naturally, this can lead to a decrease in employee morale. Coupled with downsizing. outsourcing can cause a great deal of stress among employees. As ES&R providers, we offer programs, seminars, services and conveniences to help reduce this stress and increase employee morale. Now more than ever, it is time to be creative and innovative and look for ways to help those employees in tenuous circumstances continue to enjoy their leisure time.

The Selection Process

If you know a service that you use is going to be outsourced, it is imperative that you become active in the selection process. No one knows your requirements of a service provider more than yourself. From being involved in setting the criteria and conducting interviews to educating the supplier selected to meet your specific needs, your involvement as a customer is critical. If you are fortunate enough to be involved in the selection process, some criteria to consider include:

- **1.** Can the supplier provide professional, quality work?
- **2.** Are billing rates consistent with current market value?
- **3.** Does the supplier have experience working with ES&R programs?
- 4. Can the supplier provide the number of qualified employees to perform at a high level?

Contract Employees

Once an organization has been outsourced in your company, a decision will have to be made as to whether contract employees will be allowed to participate in the ES&R program. At Boeing, contract employees who are assigned full-time support to the company are allowed to participate in our Recreation Clubs, the Fitness Program and participate in our discount programs. Other companies, such as McDonnell Douglas, allow contract labor to participate in clubs; but, according to Linda Wright of McDonnell Douglas, "The contract employees are considered non-employee members and

if there are a majority of non-employee members in a club, this affects the amount of funding they receive from the company." Thus, managers of recreation programs must be aware of the changing demographics of club memberships when outsourcing occurs.

Working with Outside Vendors

If certain administrative services (graphics, printing, photo-developing, etc.) are outsourced and the results are not pleasing, it may be time to take your business

Once an
Organization
has been outsourced in your
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employees will
be allowed to

have to be

participate in

the ES&R

program.

Another
step to take
is to make a
concentrated
effort to
work
together
with similar
service

providers.

to a different supplier if possible. At Boeing, many of our Recreation Clubs will take some of their business outside the company. This is not due to outsourcing, but rather to an increase in the billing rate of many company services. Another reason that would make an organization go outside the company for services is downsizing. If your graphics department has been cut by 50 percent this may lead to an increase in turn-around time for your finished product. In any case, it is nice to have the flexibility to use outside suppliers if necessary.

When Your Organization Is On The Block

■ Avoiding Possible Outsourcing: As mentioned earlier, many organizations at Boeing have gone through outsourcing or "make-buy" studies. Needless to say, everyone in an organization becomes a little uptight at the thought that their organization may be outsourced. The question that enters one's mind is, "There can't be someone out there who could provide the quality service that we do, at the rates that we charge, with the customer satisfaction we guarantee, can there?" Unfortunately, once the study has begun, it's too late to ask that question. As far as what you can do to help your organization avoid being outsourced, there are a couple of steps to begin immediately. One theme heard consistently at NESRA Conferences is to tie in your goals with the

company's. At Boeing, when people ask what we do in Recreation, we'll occasionally answer, "We build airplanes." We're only half joking. Everything we do must help get the final product out the door. As such, our goals in Recreation and Employee Services are tied to our division goals, which are tied to the company goals."

Another step to take is to make a concentrated effort to work together with similar service providers. At Boeing, the Recreation and Health/Fitness Programs are managed under different organizations. However, the two programs work closely together, primarily because we share the same facility, but also because we share customers, goals and objectives. The employee store program at Boeing is being outsourced. Mike Cotton, former manager of the Everett Division Store explains, "There was too much independence in each of the five stores. Each one seemed to have a different philosophy." One example he gave was that one store might offer payroll deduction on purchases and another wouldn't. Also one store might give a discount on purchases to other Boeing organizations like Recreation and another store wouldn't. Cotton added, "It seemed the stores were making an effort to not work together rather than to work together."

■ Your Role as a Manager: If your organization is going to be outsourced, you as a manager have certain responsibilities. Your employees need to know the reasoning behind the

decision. It is important that they know if it is a cost savings move, a philosophical change of upper management, or a belief that a contract vendor can provide a better service. Another step for the manager to take is to address fears and concerns of the employees. Use all communication resources available to introduce the transition process in a positive light to your staff. As mentioned earlier, morale will be low and taking steps to create a positive environment is critical. Finally, the manager must assist the staff in securing future employment within the company or with the contract vendor. By establishing positive relationships with the new supplier and re-establishing relationships with other company managers, placement of employees will hopefully be part of the smooth transition process.

Conclusion

So what is in store for the future? Nobody knows for sure. Few people in the 1950s doubted that by the 1990s almost everyone in the workforce would be employed by a large organization and they turned out to be wrong. Whether or not your organization will be outsourced may not be known yet. However, an organization that earns the confidence and respect of the employees and management while focusing on quality, cost and morale has an excellent future with any company.

Bud Fishback, CESRA, is recreation manager at Boeing Company, Seattle, WA.

Integrating Wellness at Chattanooga State:

A Well-Designed Plan

by Tom Crum

hattanooga State Technical Community College (CSTCC) in Chattanooga, TN is the largest of 14 community colleges in the state. The college is in the top 15 percent of community colleges nationally in breadth of curricula and programs and is one of the most respected in the southeastern U.S. It employs approximately 450 full-time staff and provides a variety of education opportunities for many people in Tennessee, north Georgia and Alabama ranging from one-year certificates and associate's degrees to a wide variety of university transfer curricula. It is seriously committed to meeting the educational needs of residents in its service area and the job training needs of business and industry.

Although the college was founded in 1965, its Pure Energy Wellness Program did not begin until 1991. Through outstanding administrative support, a supportive wellness committee, assistance from the Wellness Council of Tennessee and a well-designed plan, the college is making a concerted effort to incorporate wellness throughout its corporate culture. To date, these efforts have resulted in CSTCC being recognized by Wellness Councils of America (WELCOA) as a "bronze" well workplace in 1993 and a "silver" well workplace in 1994 and in May, 1995 a "gold" well workplace. Also in 1994, the Association for Worksite Health Promotion (AWHP) selected CSTCC as the recipient of its "Business and Industry Award."

As an organization's wellness program works toward achieving the criteria for the various recognition levels, it also creates the policies, programs, organizational structure and work environment needed to truly integrate wellness into the corporate culture. Weaving wellness throughout the fabric of an organization is perhaps the ultimate goal of any wellness program. In 1990, the Heart Work Group well summarized this goal in the following quotation: "The ultimate goal is to create living, working and community environments that allow people to live and work together in ways that optimize their health and well-being." To work toward such a goal, we believe that a well-designed plan is a very important starting point.

A Brief Description of the Plan

Since its inception in 1991, CSTCC's Pure Energy Wellness Program has emerged through the use of a variety of resources including a comprehensive planning model called the Health Intervention and Evaluation Strategy (HIEST) framework. The framework is shown in the accompanying illustration. An adaptation of the PRECEDE Model developed by Lawrence W. Green and others in 1980, it provides an organized, step-by-step approach to the design, organization and implementation of a wellness program.

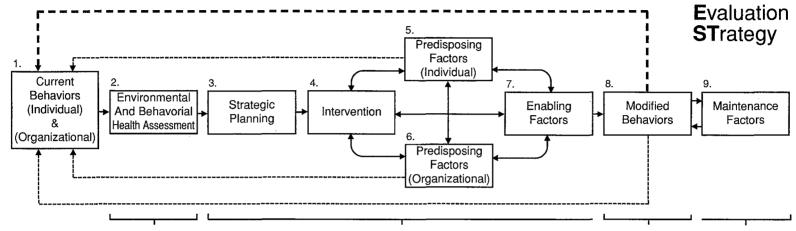
The HIEST framework illustrates a series of steps and considerations for successful corporate health programming. After

This article is a keeper.
You can use it as a model to incorporate wellness into your organization's

culture.

Health Intervention

and **Evaluation**



Process Evaluation

- 1. Current Behaviors
 - A. Individual Lifestyle Factors
 - B. Organizational Environment & Practices
- 2. Environmental And Behavorial **Health Assessment**
 - Phase I -Health Data Analysis
 - A) Worker's compensation

Outcome Evaluation

- B) Medical Claims
- C) Absenteeism
- Phase II -Individual Health Analysis
 - A) Risk Factors
 - B) Lifestyle Factors
 - C) Interests and Attitudes
- Phase III -Organizational Health Analysis
 - A) Environmental Health & Safety
 - B) Communication
 - C) Productivity & Job Effectiveness
 - D) Cultural Norms

- 3. Strategic Planning
 - A) Prioritize Needs and Interests
 - B) Outline Goals and Objectives
 - C) Devise Incentive System
 - D) Identify Implementation Plan
 - E) Develop Communication Plan
 - F) Create Evaluation Mechanism
- 4. Intervention

Health Enhancing Strategies

- 5. & 6. Predisposing Factors
 - A) Beliefs, Values, Attitudes Locus of Control Self-Efficacy Self-Esteem
 - B) Health Perceptions
 - C) Expectations

- 7. Enabling Factors
 - A) Knowledge Base
 - B) Skills Acquisition
 - C) Resources
- 8. Modified Behaviors

Outlined During Strategic Planning

Impact Evaluation Process Evaluation

- 9. Maintenance Factors
 - A) Support
 - 1. Family
 - 2. Social;
 - 3. Organizational
 - 4. Health Care Personnel
 - B) Motivation

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examining current health behaviors on both individual and organizational levels (box 1), a thorough assessment phase (box 2) should be conducted. This leads to a thorough planning phase (box 3) which should be conducted prior to initiating interventions (box 4) ultimately designed to guide program participants toward modified lifestyle behaviors (box 8). During the planning and intervention phases (boxes 3 and 4), the effects of individual and organizational predisposing factors and enabling factors (boxes 5, 6, and 7) on behavior change of the employees and the organization as a whole need to be considered. A failure to address such factors can severely undermine the efforts to incorporate wellness throughout the organizational culture.

Specific components of each step in the planning framework are listed beneath the corresponding box number at the bottom of the illustration. In the framework, double sided arrows refer to dynamic relationships among different components of the framework. Single arrows refer to direction and dotted lines represent the areas of greatest likelihood of recidivism. The broken, bold line indicates the successful modification of behaviors and the cyclical nature of the process. Once a behavior change occurs, it becomes the new foundation upon which to address new issues and future programming.

The framework provides structure, a consistent sense of program direction and a well-designed plan. It also helps the program planner avoid many common mistakes by always looking at each step in the wellness program from both an individual and organizational standpoint. Max Dupree, the author of two books on management practices, says that healthy companies are about shared ideals, shared goals, shared respect and a shared sense of values and mission. Achieving this requires viewing things from the perspective of both the individual and the organization. Since our wellness program at CSTCC began, we have sincerely attempted to look at all aspects of the wellness program from both an individual and an organizational perspective.

Historical Perspective

Historically, CSTCC had been a member of the Wellness Council of Tennessee for several years and there had been some fragmented attempts to offer a few programs to CSTCC employees as early as 1985. The vision for a comprehensive program, however, occurred

through the efforts of two health/physical education teachers and an administrator at the college. Through their efforts, a room in the health/ physical fitness building was renovated and converted to a modern and well-equipped fitness center in 1989 which laid the foundation for a more comprehensive program. In November of 1990, shortly after arriving as CSTCC's new president, Dr. James Catanzaro, a strong advocate of wellness programs, recognized this vision and formed a task force to further investigate the feasibility of a more comprehensive program. In January of 1991, a consultant was hired, made a visit to the college and provided a number of recommendations to the task force. A fulltime wellness director

responsible for program design, organization and implementation was hired in May of 1991.

As mentioned earlier, we have utilized the HIEST framework as a tool for program design, organization and implementation since May of 1991. However, due to a strong desire of the executive staff to have some sort of programming in place by September of 1991, we were not initially able to spend a sufficient amount of time reviewing individual and organizational behaviors and conducting the other needed assessments (see boxes 1 and 2). Under ideal circumstances, we would have spent at least six months on this phase in order to gather the needed data upon which to create an appropriate strategic plan and subsequent programming.

The HEIST framework provides structure, a consistent sense of program direction and a well-designed plan. It also helps the program elitrikarantikarikinin ina magaza planner avoid many common mistakes by always looking at each step in the wellness program from both an individual and organizational standpoint.

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Tom Crum is the wellness director for Chattanooga State Technical Community College in Chattanooga, Tennessee. He is a board member of the Wellness Council of Tennessee, a Fellow of the Association for Worksite Health Promotion and serves on the national board of the Association for Worksite Health Promotion.

programming.

Initial Programming Efforts

Although we were unable to initially gather all of the needed data, we did have some information upon which to base our earliest programming efforts. This included recommendations from the consultant's report, reviews of the organizational structure, the existing operation of the fitness center, the existing program offerings in all academic areas of the campus and the existing wellness offerings within the college's continuing education department. Based upon this information and an educated guess as to employee needs, our initial work was to secure approval to extend the operating hours of the fitness center, to allow employees access to the center and to staff it with qualified professionals. Previously, employees had very limited access since it was used almost exclusively for students. In addition, initial programming for the Fall of 1991 included fitness center activities, regular and step aerobics classes, core wellness courses in each of the seven dimensions of wellness, a ski trip to the Great Smoky Mountains, a holiday weight maintenance program and selected activities in our intramural program like tennis, volleyball, archery and racquetball. Also, employees formed corporate teams and participated in several fund raisers for charitable organizations.

Simultaneously, we began to gather some of the missing data which was needed to develop a strategic plan and more meaningful programming. This included a lifestyle assessment/health risk appraisal/interest survey, a thorough facility and organizational assessment and an attempt to gather health care cost and utilization data. Unfortunately, at that time and to date, we have still been unable to secure health care cost and utilization information. However, we did secure enough information to develop a mission statement, goals and objectives, promotional strategies and a much better idea of the needs of our employees for the remainder of 1991 and 1992.

This led to an expansion in additional programming which included classes in cardiopulmonary resuscitation, cholesterol control, healthy eating, skin and scuba diving, canoeing, smoking cessation and stress management. We also offered cholesterol screening, body composition testing, computerized weight management programs, an expansion of the intramural program (the

addition of basketball, canoeing and softball), an annual European bicycle tour, many local weekend outings, a variety of activities for those with disabilities, a variety of support groups for identified problem areas and the first issue of our monthly wellness newsletter in June of 1992. In the Spring of 1992, the wellness task force which was formed by the president in November of 1990 became an official campuswide wellness committee in the Spring of 1992. We believe that this initial planning and subsequent programming at least provided a solid foundation for lifestyle improvement and organizational change. Through getting the proper guidance, using the HEIST framework and subsequent programming efforts, CSTCC began achieving its goals and began winning awards.

Further Expansion and Attempting to Change the Corporate Culture

As members of the wellness committee began to plan for 1993, the need for integrating wellness into the overall corporate culture at CSTCC became clearer and we have continued to work on this issue since that time. To ultimately integrate wellness on our campus, the issues which we felt were of crucial importance were as follows:

- **1.** Representation on the wellness committee by a member of the executive staff.
- **2.** Achieving more assistance from managers in communicating the wellness program to employees.
- **3.** Conducting a health audit of the workplace culture.
- **4.** Administering an assessment of interest and commitment to wellness by managers and supervisors.
- **5.** Examining a way to organizationally merge the employee wellness initiative with the human resources department.
- **6.** Changing existing policies having to do with safe driving practices, vacation and leisure time and healthy food choices at work.
- **7.** Carefully looking at diversity issues in the workplace.
- 8. Investigating programs designed to provide information on proper access and use of the health care system, medical self-care information, medical emergency training and addressing issues having to do with employee families and retirees.

With a cooperative effort by many people, progress in these areas moved us closer to the ultimate goal of total integration of wellness into the culture. Some of the changes which occurred were as follows:

- **1.** The wellness initiative became a part of the CSTCC institutional strategic plan.
- 2. Managers and supervisors make a more concerted effort to inform employees of upcoming wellness activities partially due to the addition of a member of the executive staff to the wellness committee.
- **3.** We were able to administer the surveys mentioned previously which provided us with much needed information regarding the feelings of top administrators toward the wellness program and the perception of the employees regarding many facets of the organization.
- **4.** The addition of programs in each of the areas mentioned above.
- **5.** A changed organizational chart in which the Wellness Director has a dotted-line relationship with the Human Resource department. This has helped tremendously, enabling us to make needed policy changes and promote wellness activities to the employees.
- 6. Other activities added in 1993 included classes in bicycling, walking, hiking and backpacking, Weight Watchers, a special exercise campaign, participation in National Employee Health and Fitness Day and better promotion of the Employee Assistance Program.

While there are many criteria by which the integration of wellness into the corporate culture can be judged, perhaps two of the most important factors are the degree to which the organization supports the health behavior changes attempted by employees and how well existing health-enhancing policies are truly practiced and integrated into all organizational activities. Perhaps a couple of examples will help to clarify these two criteria. If excellent programs are offered and the organization is not supportive of employee participation, there is obviously some problem. Similarly, if healthenhancing policies are just given "lip service" and not followed or if a policy is not integrated into organizational activities, it is also obvious that wellness is not truly an integral part of the culture. For example, if an organization has a healthy foods policy which emphasizes the provision of healthful food alternatives at social functions and these are not provided,

true integration has not occurred.

Throughout 1994 and 1995, we have attempted to facilitate some changes and strategies that will truly allow us to integrate wellness throughout the organization. Some of these efforts are as follows:

- 1. To clearly outline how resources spent on the wellness program benefit the organization as a whole. In this regard, we prepared a fitness center usage report and a wellness program benefits review. The fitness center usage report demonstrated to our executive staff the increase in usage since the onset of the program in 1991. The wellness program benefits review looked at revenue generated from students enrolled in various wellness activities, benefits to staff as a result of wellness activities. We believe that this has helped the top administrators at CSTCC to gain an appreciation for the positive effects which the wellness program has on the whole organization.
- 2. In an attempt to better determine the needs of all employees at the college, we conducted a demographic study which better determined the special needs which exist within our employee population. This included a look at age, race, ethnicity, gender, occupational codes and marital status. In addition, we conducted a workand family needs assessment.
- **3.** A "healthful food options" policy was written and approved by the executive staff, specific language regarding the provision of healthy alternatives in the college cafeteria was written into our contract with the foodservice vendor, and the company is making a sincere effort to meet those provisions. A safe driving and seat belt policy was also written and approved by the executive staff.
- 4. Although we have, to date, been unable to create a totally smoke-free environment due to Tennessee state law, we have in place a smoking policy which provides only very limited smoking areas and no tobacco products may be sold on campus.
- **5.** Finally, we developed a series of integration strategies which were approved by the executive staff and later presented to the other top administrators at CSTCC.

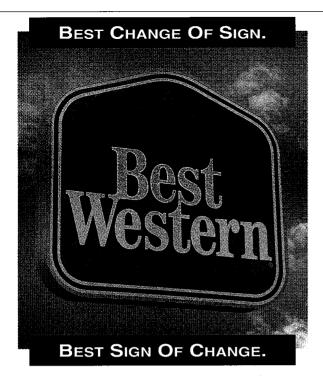
These strategies are as follows:

■ Provide an overview of all aspects of the wellness program during new employee orientations.

. . . Two of the most **important** factors are the degree the organization supports the health behavior changes attempted by employees and how well existing healthenhancing policies are practiced and integrated into all organizational

activities.

INTEGRATING WELLNESS



When it comes time to plan a trip for your group, there's one certain sign of success. Best Western. Our new sign is just a symbol of the many exciting changes happening at Best Western.

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YOUR BEST BET IS A BEST WESTERN



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- Incorporate a "wellness moment" at every divisional, departmental and respective employee group meeting.
- Where possible, utilize "non-traditional" means for meetings such as meeting outside or conducting business during a walk.
- Regularly include the wellness message and brief updates on upcoming wellness activities at all campus-wide convocations.
- Create a "wellness space" or small separate bulletin board for wellness in each divisional office area.
- In addition to regular articles in the monthly wellness newsletter, use other means for increasing employee awareness of healthenhancing policies and benefits.
- When possible, include wellness activities in any employee development programs.
- Encourage all vice-presidents, divisional deans, departmental supervisors and other supervisors to encourage and support individual behavioral change attempts.
- Provide healthy food alternatives at all campus meetings.
- Incorporate wellness as a part of our employee recognition programs and develop special awards for employees whodemonstrate a significant change in their lifestyle habits.
- In addition to wellness committee members, develop wellness advocates in each division and at each of the satellitecampuses.
- Insure that the monthly wellness newsletter is consistently distributed by the respective secretaries in the various divisions.

Conclusion

As our program has developed over the last several years, we are convinced that the use of the HIEST framework and some of the ideas presented earlier has helped establish a solid program foundation which enables us to more effectively integrate wellness throughout CSTCC's organizational fabric. Although we have been consistently working toward a workplace in which wellness is truly integrated and feel that much progress has been made, this is an ongoing process that requires continued effort. With sustained efforts, CSTCC and other organizations will be able to create working environments in which wellness is a part of the day-to-day organizational culture. When this is achieved, employees feel supported and cared for in their efforts to move toward a healthier and more balanced lifestyle which creates a healthier and more effective organization.



Employee Store

Gearing Up for the Winter Holiday Season

them

entered in a

door prize

drawing held at

the end of the week.

was

n 1977, a nonprofit organization was formed for the associates of Grange Insurance. The purpose was to provide discounts, services and sponsored events. Company volunteers were responsible for operating the recreation association, which eventually ioined NESRA. Fundraisers were held to build the account and the company donated an annual contribution. In 1988, a part-time employee was hired to sell tickets and organize various activities. In an effort to generate new ways of raising money and increasing services, an employee store was developed. We started very small, selling basic items such as greeting cards and pantyhose. Now we have an assortment of gift items to choose from including: helium balloons, candles, potpourri, plush toys, gift bags, film, batteries, 14 kt. gold jewelry, baskets, baby items, wedding items and collectibles. Because we don't make a full profit markup on our merchandise, it has become an even bigger convenience for our associates. With six years of experience operating an employee store, I've found that every year is a new challenge. Getting ready for the holiday season always takes a good deal of planning. I've found it necessary, therefore, to take the following steps:

1. Set a date.

Decide when to have the new holiday merchandise displayed. Last year our store held a holiday open house the first week of November. Our employees received a post card invitation (designed by our graphics department) inviting them to attend. This was the first look at the new holiday merchandise. Everyone that brought their invitation with

2. Review last Have an inventory of what carried over from last year. This will provide a good idea of what sold and what didn't. Since we are selling to almost the same group of people over and over, it is important to bring in new products. What sold last year was probably already purchased by those who wanted it. Holiday ornaments are a big seller because people collect them and they can be easily added to a gift. You will find that you sell items that usually do not sell during the year. For example, we don't usually carry toys in the store but this is a great time to try them. People are always looking for small gifts that give year-round, so calendars and weekly minders are good sellers. I may spice up some of my everyday merchandise by adding ribbon

▼

by Kim Rice

Plan now to
have your
merchandise
in stock by
October 1st.

Steps to Gear Up For the Holiday Season:

- 1. Set a date for your first display.
- 2. Review last year.
- 3. Have a theme.
- 4. Attend trade shows.
- 5. Order early.
- 6. Advertise.

and a bow, since people like items that are attractively displayed.

3. Have a theme.

You might want to order merchandise based on a seasonal theme. For example, angels and cherubs have been very popular in the past year. I still have a mixture of lots of

If you need help justifying your employee services program, or if you are looking to begin a program,

Call



National Employee
Services and
Recreation Association

2211 York Road, Suite 207 Oak Brook, IL 60521-2371

(708) 368-1280

We're here to help you!

other merchandise, but a display with a theme will really draw attention.

4. Attend trade shows.

If you're able to attend trade shows, I recommend you do. It is important to actually see the quality of what you're buying and extremely helpful in generating ideas for displaying merchandise. However, I may not always place my orders at the trade shows. If I'm unsure of whether a product will sell, I ask for a catalog so that I can review the product later and come to a final decision.

5. Order early.

I usually have most of my holiday ordering finished by the end of July and have a ship date for October 1st. I order early so I'll be assured to get what I ordered, since some suppliers run out of products quickly. I also set a cancellation date so I won't have to worry about not being able to sell the product. A lot of vendors will offer December dating terms and/or free freight if you reach a certain minimum purchase.

I don't reorder items that I sell out of near the holidays unless there is an especially large demand from customers. If you do reorder, you'll want to find out how soon you can get it and if that is soon enough for the customer.

6. Advertise.

Advertising what you have to offer is extremely important. Posting flyers in the office and advertising in a newsletter is a great way to get the customer excited and in the mood to shop. Offering special sales will certainly draw the customers.

Convenience is important to the customer during this busy holiday rush. They are looking for the easiest and fastest way to get their shopping done. Stocking the store with winter holiday cards, stocking stuffers, items for kids, wrap and accessories is one less trip they'll have to make later. Keep in mind that gifts-to-go such as wrapped gift baskets, mugs and items with the finishing touches are important to customers who don't have the time to prepare it themselves.

Kim Rice is Village Edge Recreation Association, (V.E.R.A.) Coordinator for Grange Insurance in Columbus, Ohio.

Health promotion

Mainstreaming Fitness at Ashland Oil, Inc.

by David M. Dale

itness is part of the mainstream at Ashland Inc.
The original Ashland fitness facility was opened in 1974. In the beginning, the facility was considered a perk to the employees rather than it being for cost containment issues related to health care costs.

The original facility started out as a 1,500 square foot facility with very few amenities: Only one locker-room, shared, four days a week men—three days a week women; two treadmills; a small jungle system such as the Universal and medicine balls.

Ashland now has three flagship facilities, as well as a number of smaller facilities. The flagship facilities feature Hammer Strength training equipment, selectorized resistance circuits, cardiovascular equipment such as bikes, stair machines, ski machines, treadmills, gravitrons and a variety of aerobic classes, free weights, racquetball courts which house walleyball, racquetball and badminton. The badminton has increased usage of the courts by 40 percent.

Locker-rooms have full shower facilities, steam and sauna. Expanded vanities are in the women's locker-rooms with additional electrical outlets. Towels are supplied along with soap, shampoo, hair spray, deodorant and other toiletries. All the facilities have running tracks. The running track at Ashland's World Headquarters is award winning and runs through a nature preserve behind the corporate buildings. The features the employees like most about the facility are the convenience, the cleanliness and the qualified staff.

The Ashland, KY facility is 11,000 square eet serving 3,500 employees, 50 percent of which are white collar and 50 percent blue



Ashland Oil, Inc. in Russell, KY, features a walking/running track that winds around a pond and trees. It's an obvious indicator of this company's commitment to fitness.

collar. The Lexington, KY facility is 14,000 square feet serving 1,100 employees about 90 percent white collar and 10 percent blue collar. The Dublin facility is 8,000 square feet and hosts 1,100 employees about 90 percent white collar and 10 percent blue collar. All facilities offer fitness assessments/exercise prescriptions and nutritional counseling.

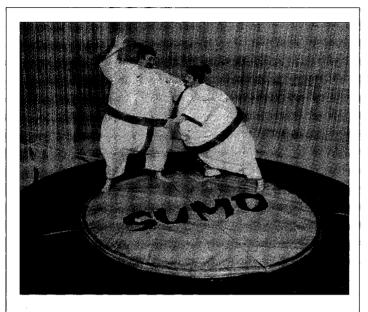
Programming

Programming in our facilities revolves around incentive programs. The Fitness + Lettermen's Club was our original incentive program. This program focused around obtaining points for any one of 38 recreational, fitness and sporting activities. Points were accumulated on a quarterly basis and awards were given at the 100, 250 and 500 point levels. Incentives usually are T-shirts, sweatshirts, jackets, athletic bags, etc.

Our incentive programs have now evolved into monthly programs that focus on fitness standards relating to frequency, intensity and duration. A typical incentive program would

(Continued on page 30)

New products



Inflated Sumo Wrestling

his wild new game will bring laughter and delight to your next event. Participants flip as they put on the outrageous and inflatable megasuits and try to heave, bounce, and roll their opponents around the safety designed padded ring to victory. Anyone can play and anyone can win! Being

pushed from the center ring or collapsing in hysterics decides the winner.

For details, call CTT/ Entertainment Division, 150 North Street, Suite 26, Pittsfield, MA 01201, (413) 499-1733 or FAX (413) 499-3820.

Recognition and Motivation Catalog

hat employees want for recognition and motivation gifts are items with a higher perceived value, something they can use and something they are proud to have. Lands' End, long known for its quality apparel and gear, has group apparel, incentive and reward programs. Lands'

End has been a direct merchant since 1963, but only launched a business-to-business corporate sales catalog for the first time last year. As corporate America continues its trend toward allowing casual dress in the workplace, more companies see the value of rewarding employees with clothing and other merchandise.

For details, contact Lands End, Inc., 1 Lands End Lane, Dodgeville, WI 53595, 608/935-9341.

Medical Search Service

F aced with a difficult medical or health decision? Wondering if you have enough information to make the best health care treatment choice?

MED-cet-er-a performs automated searches of the world's largest medical databases. It is a way to take advantage of the information superhighway.

For more information contact Med-cet-er-a, 4515 Marrie Lane, Bellaire, TX 77401, (800) 748-6866.

V Orientation Video Is Customized

 T ave It Your Way" is an orientation video that is customized for your company. It is designed to present information on your organization's history, structure, customer service and values. This video begins with scenes showing a new employee at work. Each scene raises typical questions your new employee may have about your organization. After each scene, your information or customized segment is inserted addressing these questions. You determine the information you want to communicate to new employees about your organization.

Choose from four packages: Basic, Special, Deluxe and Custom Plus.

For more information,

contact American Media Incorporated, 4900 University Ave., West Des Moines, IA 50266-6769, (800) 262-2557, FAX (515) 224-0256

▼ Steel Shelving Designed for Strength

Penco Products, Inc.'s ErectomaticTM Hi-Performance® Steel Shelving features front and rear flanges roll-formed into welded, tubular box-beam shapes for maximum strength. The shelves come in 19 different sizes and three capacity ranges to handle medium through very heavy loads. The flushmounted, non-intrusive shelf clips snap into place for easy installation, and permit full 100 percent use of the cubic shelf space for high density storage. Shelf placement is on 1-1/2 inch vertical centers on beaded posts, angle posts or extra heavy duty "H" posts.

For more information, contact Penco Products, Inc., Brower Ave., P.O. Box 378, Oaks, PA 19456-0378, (800) 562-1000, (610) 666-0500.

▼ New Roller Coaster Opens

nott's Berry Farm celebrates its 75th anniversary with a new roller coaster, the Jaguar. The ride is the park's first totally themed coaster, and will transport riders through

the Temple of the Jaguar, a Mayan pyramid, on one of the longest roller coaster tracks in California. The ride's swerving route sprawls over much of the park and careens within inches of the Timber Mountain Log Ride and threads through the giant 45-foot loop of Montezooma's Revenge. Jaguar will give riders the feeling of a cat stalking its prey as the trains speed up and slow down simulating the sensation of a great jungle hunt.

For more information, contact Los Angeles Convention & Visitors Bureau, 633 W. Fifth St., Suite 6000, Los Angeles, CA 90071, (213) 624-7300.

Feel Safe At Work

I f someone in your charge were about to lose control, would you know how to react? Would you recognize the warning signs that could enable you to deescalate the individual before s/he became

assaultive? Increase your confidence and effectiveness in handling these dangerous situations, using the proven techniques of Nonviolent Crisis Intervention—the safe management of disruptive or assaultive behavior.

You'll learn proper verbal and nonverbal reactions that can interrupt the escalation and calm the situation before it gets out of hand.

For more information, contact National Crisis Prevention Institute, Inc., 3315-K North 124th St., Brookfield, WI 53005, (800) 558-8976, (414) 783-5787, FAX (414) 783-5906.



I f you have ever thought of starting a wellness program it might help to review "Healthy, Wealthy & Wise: Fundamentals of Workplace Health Promotion." This book can help with every step in a health promotion plan.

The book comes in a three-ring binder with index tables for easy reference with forms included that can augment your own wellness program.

For more information, contact WELCOA, Wellness Councils of America, Community Health Plaza, Suite 311, 7101 Newport Ave., Omaha, NE 68152-2175, (402) 572-3590, Fax (402) 572-3594



V Party & Promotion Idea Book

M & N International, Inc. has found that most well-run agencies plan meetings and special events to build team spirit among employees as well as enhance public relations. The company has been in the imagebuilding business for more than 30 years.

Realizing that decorations and special events can serve many purposes is reflected in the company's biannual, free catalog. An index and special events calendar precedes the product pages to stimulate the imagination of the planner. There are colorcoded sections for all the traditional holidays, theme-oriented decorations, customimprinted items and catering supplies.

For more information, contact M & N International, 13860 W. Laurel Dr., Dept. 951PR, Lake Forest, IL 60045, (708) 680-4700, FAX (800) PARTYON



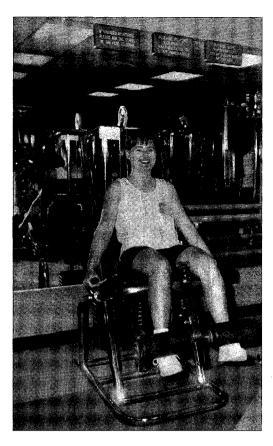


Fun On Wheels Makes Debut

G Marketing Ltd. is presenting two new plastic molded toys to the U.S. market. Fun Wheels provide a good way to learn to ride a monocycle or be a juggler. Pedal-Go is great fun for children and adults. Both products can be used as aids in fitness programs. Various motor skills are required to

maintain balance; but the sturdy toys can be challenging for any mobile person.

For more information, contact L G Marketing Ltd., 64 Leicester Rd., Salford, Manchester M& 4AR, England, 011 44 161 708 9090 FAX 011 44 161 792 0098.



User friendly equipment that self-instructs is essential. This will help us with staffing shortages, which are critical to all of us now and at the same time create a stronger user base.

be our Mount Everest Challenge where employees would walk, run, stair climb or cross country ski to the top of Mount Everest. Another incentive program that is well received is our March Madness program. This program revolves around both cardiovascular and resistance training. Employees receive points for the amount of time put into their training and accumulate points. Accumulated points must be enough to beat the winning team of the NCAA Championship's score.

Other incentive programs: The Ultimate Triathlon using running, walking, cycling and stair climbing. A Road

To Indy which promotes our Valvoline Group as it traces the mileage from our fitness centers to the Indianapolis 500 site in Indianapolis. Our upcoming new program called Calorie Countdown gives all fitness activities a calorie equivalency and people must burn 5,000 calories in a month to make the incentive. Most prizes for incentive programs are workout towels, T-shirts, sweatshirts and shorts. In some programs all names of those who complete the program are thrown into a hat for a chance to win a pair of athletic shoes of their choice.

Creating a Culture

Breaking down the fitness stereotypes has become a priority for our fitness centers. Fitness is not just for looking good anymore, but more importantly for feeling good. We have torn down the athletic and body building posters and replaced them with motivational and inspirational artwork. Our facilities are billed as a "come as you are" fitness center. There are no fashion contests and the participants come in all ages, shapes and levels of fitness.

Our fitness centers are no longer the stand alone entities they used to be. They are now becoming integrated into the mainstream of our company. Their programs will be integrated into medical and safety issues and the Medical and Safety Departments. An example of this will be the Keys to Excellence Program. This program pulls in Medical, Safety, Communications and the Fitness Program all to create a program that deals with lowering workmen's compensation claims, lost time, injuries, absenteeism and use of health care systems.

The Fit Image Program is designed to facilitate the development of healthy and positive lifestyle changes. Fit Image teaches participants how to be healthy in mind, body and spirit by addressing the psychological factors that are keeping them from exercising and following healthy lifestyle habits.

New Developments

To stay up-to-date, equipment replacement is essential. We will be replacing existing equipment as time goes on with user friendly cardio-equipment. User friendly equipment that self-instructs is essential. This will help us with staffing shortages, which are critical to all of us now and at the same time create a stronger user base. The simplicity of a piece of equipment tends to keep usage high. We are also going with the Cardio Theater in our cardiovascular area. This theater will be comprised of four TVs, CD player, radio and tape player all hard wired into each piece of equipment with individual channel and volume controls. We put all of our equipment on a five year depreciation cycle and at the end of that cycle turn over the machinery. This ensures that user interest is maintained and equipment stays in repair.

Conclusion

One of the great things about our fitness centers is that they are highly used as a recruiting tool. When a prospective employee comes in for an interview, the first place they are always whisked down to is the fitness centers. Our company is quite proud of our facilities and is eager to show them off to whoever wants to see them.

Ashland Inc. is a diversified energies company with more than 33,000 employees world-wide. David Dale, M.S. is recreation and fitness supervisor, Ashland Oil, Inc., Ashland, KY.

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NESRA of the Inland Empire/Riverside and San Bernardino, California. Elaine Maynard, (909) 688-4301, FAX (909) 688-2425

NESRA of San Diego/ San Diego, California. Pat Shephard, (619) 929-1236, FAX (619) 929-8317

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SESRA/Seattle, Washington. Traci Jones (206) 358-8840

SGEAA/San Gabriel, California. Bob Cuthbertson, (818) 301-8464, FAX (818) 930-5345

SNESRA/Las Vegas, Nevada. Jennifer Morgan (**702**) **295-6369**, FAX (**702**) **295-7327**

Tri-County NESRA/ Santa Clara, California. Carolyn Wimberly, (510) 498-2222, FAX (510) 438-5454

UTESRA/Salt Lake City, Utah. Clyde Wohlgemuth (801) 863-8674, FAX (801) 863-4406

International Region

Toronto Employee Services and Recreation Association/Toronto, Ontario. Deborah Fillippe (905) 470-3600, FAX (905) 470-3852

Retiree Club Continues Relationships Among Peers



On their way out of a winter meeting, club members discuss their next day trip.

Ithough there are approximately 2,500 Wisconsin
Electric retirees and surviving spouses, many live throughout Wisconsin and a number of other states. The Wisconsin Electric

Retiree's Club attempts to provide an avenue for local retirees ranging in age from 60 to those in their 90s to keep in touch with fellow retirees with whom they might otherwise lose contact. The club also presents programs of interest to most members.

The club membership of nearly 300 active members and surviving spouses generally live within a radius of 30-40 miles of company headquarters in downtown Milwaukee. Two other retiree clubs serve retirees associated with specific labor unions.

The Wisconsin Electric Retiree's Club is led by a president, vice president, treasurer and mailing secretary who volunteered to serve indefinite terms, a rather loose organization but one that has worked well for many years.

Monthly activities are scheduled on the third Tuesday of each month at the Public Service Building unless other arrangements are publicized in the company bimonthly publication, *Currently*. No meeting is held in July and a trip to Arlington Park Race Track near Chicago is usually scheduled in August.

The monthly activities are scheduled by the president with suggestions welcomed from all

by Jim McCowen

sources. Informative programs with speakers, slide presentations, videos, demonstrations, etc. are popular with an average attendance of members and guests of about 40.

Popular "day" trips to various musical, theatrical or tour attractions with lunch included are scheduled once or twice each year within a radius of 150 miles of the Milwaukee area. Costs are usually held to approximately \$40 per person. Attendance is restricted to 47-94, the capacity of one or two tour busses.

About 250 members and guests and 5-10 company officers join in the celebration of the Annual Christmas Dinner Party, complete with attendance prizes, entertainment and an address from the company chairman or president. In addition to door prizes furnished by the company, members and spouses contribute items of home canned produce, craft items, etc.

Annual dues are \$2. Additional financial support is received from the company. Club funds provide necessary postage and honorariums for some speakers. The balance is used to subsidize the cost of day trips and the Christmas party entertainment.

The primary support from the company is in its provision of artwork, printing of publicity flyers, address labels, tickets and mailing of notices to members, as well as the provision of Brewers baseball tickets and selected merchandise for door prizes.

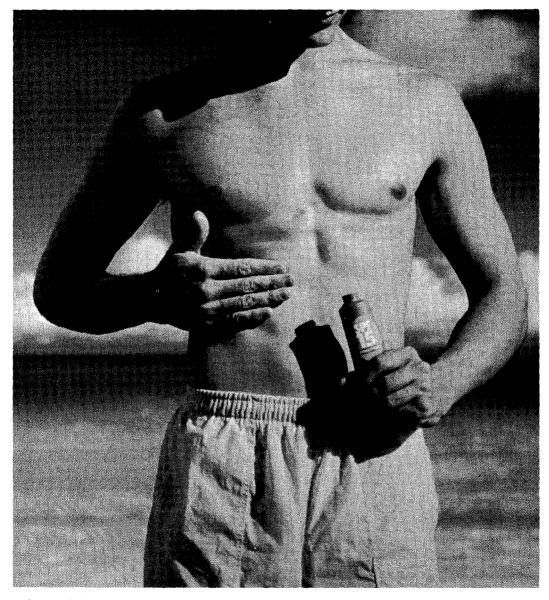
Although the Club attempts to provide programs of interest to all, it is difficult to meet the needs of everyone. Traffic, parking and bus schedules deter some from traveling to downtown Milwaukee for regular meetings. Health problems including sight, hearing and physical disabilities keep others at home. Many are just too busy with other activities of their own choosing.

Members are encouraged to volunteer their time in local civic activities as well. Several of our recent programs have related to the need for volunteers suitable for retirees.

Jim McCowen is the current president of the Wisconsin Electric Retiree Club. McCowen retired in 1991 from Wisconsin Electric in Milwaukee, Wisconsin after 40-1/2 years of service.

This space contributed as a public service.

How To Rub Out Skin Cancer.



Just rub in some sunscreen.

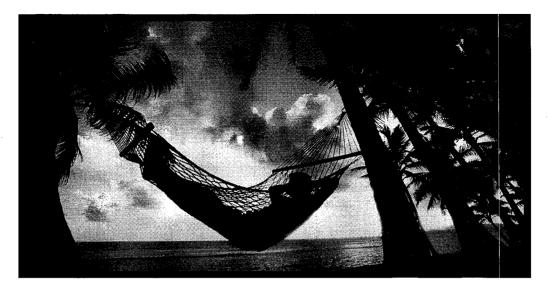
Using a sunscreen of SPF 15 or higher will help protect you from harmful sunrays that cause skin cancer. So will wearing hats, covering your arms and legs, sitting in the shade, or going indoors.

In short, almost anything you do to reduce your exposure to the sun will improve your chances of avoiding America's most common form of cancer.

So when you go out into the sun, play it safe. And don't get burned.



For more information, call: 1-800-ACS-2345



Warm weather and great offers await you.

As a NESRA member, there are times when you may need to get away, to follow your dream, to do the things you like best. With over 120 locations in the United States and Canada, and in select cities through Europe, it's easy to take off and enjoy the special benefits of Alamo's membership program. You'll enjoy discounted daily, weekly and weekend rates. And there's no charge for additional drivers.

In addition, NESRA members will save money with either of the attached coupons. Take \$25 off an upgrade on any rental of 2 to 4 days. Or if you're planning on

getting away for a little while by traveling to Florida, California, Arizona or Nevada, you can take \$15 off the rental of a midsize car or \$20 off the rental of a fullsize car, on a 5 to 14 day rental (see below for coupon terms and conditions). So take off, relax and start doing the things you like to do best.

For reservations, call your Professional Travel Agent or call Alamo Rent A Car at 1-800-354-2322 (TTY number for hearing impaired 1-800-522-9292). Be sure to request I.D. Number 236413 and Rate Code BY. For weekend rates request Rate Code A1.





It comes with the territory.

Alamo features fine General Motors cars like this Pontiac Grand Am.

40958TS695

\$25 OFF AN UPGRADE

- · Certificate is valid for \$25 off an upgrade on rentals of 2 to 14 days. Upgrade
- subject to availability at time of rental, as certain car types may not be available. The maximum value of this certificate which may be applied toward upgrade charges is \$25 off (not valid on time and mileage). No refund will be given on any unused portion of the certificate. Certificate is not redeemable for cash.
- Only one certificate per rental, not to be used in conjunction with any other certificates/offers or an Alamo Express PlusSM rental.
- A 24-hour advance reservation is required. Reservations are subject to availability at time of booking.

- Certificate must be presented at the Alamo counter on arrival. Valid in the U.S.A. only. Once redeemed, this certificate is void. Certificate is subject to Alamo's conditions at the time of rental.
- Certificate does not include any taxes or other optional items. Certificate is void if altered or duplicated in any way. In the event of loss or
- expiration, certificate will not be replaced. Offer valid through June 29, 1996 except: 06/29/95-07/08/95, 07/21/95-08/19/95, 08/31/95-09/02/95, 10/05/95-10/07/95, 11/22/95-11/25/95, 12/14/95-12/30/95, 02/15/96-02/17/96, 04/04/96-04/06/96, and 05/23/96-05/25/96.

For reservations, call your Professional Travel Agent or call Alamo Rent A Car at 1-800-354-2322. Be sure to request I.D. Number 236413 and Rate Code BY.



40958TS695

\$15 OFF OR \$20 OFF

- Certificate is valid for \$15 off on a midsize car.
- Certificate is valid for \$20 off on a fullsize car.
- Valid on rentals of 5 to 14 days. Certificate is valid with an airline ticket on rentals in Florida, California, Arizona and Nevada.
- Only one certificate per rental, not to be used in conjunction with any other certificates/offers or an Alamo Express PlusSM rental.

 A 24-hour advance reservation is required. Reservation is subject to availability. Certificate must be presented at the Alamo counter on arrival.
- Once redeemed, this certificate is void
- Certificate is subject to Alamo's conditions at the time of rental.

 The maximum value of this certificate which may be applied toward the basic rate of one rental is \$15 off on a midsize car or \$20 off on a fullsize car. The basic rate does not include taxes and other optional items. No refund will be given on any unused portion of the certificate. Certificate is not redeemable for cash. Certificate is void if altered or duplicated in any way. In the event of loss or
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EMPLOYEE SERVICES

MANAGEMENT

Published by the National Employee Services and Recreation Association September 1995



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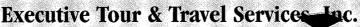
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Contents

Volume 38, Number 8 September 1995



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Departments

3 News in Brief

Americans Seek Adventure Travel... Basic
Computer Skills Are Not
Enough... Suggestion
Box in Active Use...
Suppliers Become More
Like Employees... New
Association Forms...
Demographics Drive
Dependent Care... Good
Investments... Magic is
Popping Up

32 Employee Store
Catalogs Increase Sales
Without Risk
By John Blankinship

Fitness Class Combines
Aerobics With Self
Defense
By Ronald D. Boykin

37 Buyer's Guide Update

40 ES&R Solutions
Understanding
Complainers
By Olivia Perez

Features

6 NESRA's Annual Report

By NESRA President John Felak, CESRA

9 Invitation to NESRA's Annual Conference and Exhibit

Mark your calendar for April 19-25, 1996 to join us at the Mirage in Las Vegas, NV.

By Phyllis Smith, CESRA and Jennifer Morgan

11 The Other Side of Las Vegas

You know about the glitz, glitter, gaming and shows Las Vegas offers. Discover the outdoor activities, museums and other attractions. Plus get a guide of what there is to see at some of the Strip hotels—destinations in and of themselves.

Working With Convention and Visitors Bureaus
Tap these valuable resources when planning a meeting or trip
By Kelly Ragains

20 Beyond the Discount Card

You can count on theme parks for more services than providing employee discount cards. Discover how they can help you do your job. *By Jennifer Thompson*

26 Responding to Increasing Family Travel
High demand is meaning better deals and more choices.

By Cindy J. Barclay

29 Camping Doesn't Have to Mean Roughing It Changes in campsites mean more amenities to campers.

By Laurie Ryan

Plan now to attend NESRA Regional Conferences

September 14-17, 1995—Western Region Conference, The Disneyland Hotel, Anaheim, CA. To receive information, call Phyllis Smith, CESRA, (818) 913-4014.

October 3-4,1995—Midwest Region Conference, Mall of America, Minneapolis, MN. To receive information, call Sue Shepherd, (612) 459-1482.

February 15-17, 1996—Southeast Region Conference, Clarion Hotel, Orlando, FL. To receive information, call Cindy Jameson, CESRA, (813) 579-8600 or David Bell (407) 826-7433.

You Liked It So Much, We're Doing It Again!

In 1991, so many of you came out to see us at NESRA's Conference held at the Mirage Hotel, that we broke records attracting hundreds of delegates and exhibitors.

Since you responded so well, we're going to the Mirage April 21-25, 1996 for NESRA's 55th Annual Conference and Exhibit. We want you to help us make history and to put our last record to shame.

It'll be great to get together again in such an energizing city. Mark your calendars now, and plan to meet us in Las Vegas!

Turn to page 9 to get your invitation and to page 10 for conference budget information and page 11 for more on Las Vegas.



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NEWS

IN BRIEF



ore than 50 percent of the U.S. adult traveling population, or 147 million people, have taken an adventure trip in their lifetime. Threequarters of these have taken an adventure trip in the past two years, according to a new survey released by the Travel Industry Association of America.

Camping (85 percent), hiking (74 percent) and skiing (51 percent) were the most popular outdoor or adventure activities, followed by snorkeling or scuba diving (30 percent), sailing (26 percent), kayaking or whitewater rafting (24 percent), and biking trips (24 percent).

Adventure travelers are more likely to be married (66 percent versus 56 percent) and have children (50 percent versus 37 percent) than other travelers. Also, a higher proportion are women (49 percent) compared to the average profile of U.S. travelers (40 percent).

Americans Seek **Adventure**

Over one-half spent \$500 or less on their adventure vacation (51 percent). One-fourth spent \$500 to \$2,500 (25 percent), while six percent spent \$2,500 or more. The average amount spent was \$871.

The majority of adventure travelers said they took their vacation for fun and entertainment (71 percent). Just over half (51 percent) reported wanting to get away from it all. Another 21 percent said they did it for the thrill.

Basic Computer Skills Are Not Enough

t's not enough to know a mouse from a modem in order to be a marketable job candidate today. According to a recent OfficeTeam survey, 72 percent of managers said it's important for candidates to be proficient with a prospective employer's specific software as part of

their computer skills.

Respondents were asked: "When evaluating a job candidate's computer skills, how important is proficiency with the specific software used by your company?" Their responses were: very important 18 percent, somewhat important 54 percent, somewhat unimportant 21 percent, and very unimportant.

The results suggest that software proficiency is one of the keys to job success, so candidates seeking administrative and office positions should seize every opportunity to learn new programs. In addition to mastering a few word processing packages, candidates can enhance their marketability by learning different types of applications, such as spreadsheets, database packages and scheduling programs.

Suggestion Box In Active Use

n an effort to tap into L the resources of their staffs, a large number of companies regularly ask employees to share their concerns and ideas. Fortyone percent of executives polled, by Accountemps, said their firms conduct employee surveys once a year or more.

Executives were asked, "About how often does your company survey its employees to find out about their concerns and ideas?" Their responses: once a year or more 41 percent. every two years 18 percent, every three years 15 percent, less than every three years, but sometimes 15 percent.

Companies, are taking a much more active role in listening to employee concerns. Seeking feedback from employees is more than a motivational issueit's good business. In addition to increasing employee retention, implementing innovative ideas generated internally can significantly improve a firm's overall growth.

Suppliers Become More Like Employees

endor sales representatives are starting to be treated more like employees, says The

Wall Street Journal. This is because of JIT II, the 1990's just-in-time inventory control. It is intended to create harmony and efficiencies for both sides. Most of these relationships go through a rocky period because of traditional mistrust and hard-nosed negotiations over price and bulk purchases.

Even though there can be pitfalls, the JIT II process can be effective. By allowing suppliers into the company to order from themselves, employers have the potential to reduce inventories, eliminate redundant purchasing agents and get cost-saving tips from having suppliers more familiar with the company.

Suppliers are expected to treat their own vendors in the new way and form a supply chain that cut costs all along the line.

New Association Forms

new association, the American Association of Home-Based Business, has been formed as a nonprofit membership association to gather and disseminate authoritative data on the scope and needs of the home-based business owner, reports Association Trends. Estimates are that there are 12-million Americans with full-time home-based businesses. The Association is operating out of Rockville, MD.

V Demographics Drive Dependent Care

I ncreasing numbers of women in the work force, single-parent households and the makeup of the traditional family are changing the face of corporate America, reports HR Executive. This is increasing the need for dependent care.

Companies are advised to be specific about what programs they want to offer. They are being urged to look at business issues and to determine how they will help you be more profitable, before deciding what to invest in will help maximize benefit usage. Your programs should be tailored to your employee base.

Initiating a program with a small amount of administrative dollars can be accomplished with dependent care allowance, DECAPS. Employees use pretax dollars to defray administrative costs.

Many program options are out there besides the traditional childcare centers. For every dollar invested in dependent care programs, there is a return of between \$2 and \$6 in terms of reduced absenteeism, increased productivity and retention of employees.

Good Investments

The University of Michigan Fitness
Research Center and clients, who work with the

University to track the success of their wellness programs and corporate health care cost containment, support health care reform that acknowledges the benefit of health promotion and wellness at the workplace.

The University's research supports the benefit of worksite wellness programming. High risk employees who shifted to a low risk profile over three years had much lower medical claims during the next three years. Low risk employees saw their average medical claims remain about the same, but

those who slipped into high risk behavior from low risk more than doubled their cost over the next three years. Risk assessment was based on healthy or unhealthy behaviors.

Health care cost containment without losing quality in care results from healthier lifestyle behaviors. The workplace provides an excellent arena for reaching the vast majority of adults and families to produce changes in lifestyle and knowledge. Reform can enhance the positive results worksites have found in the past decade.



Magic Is Popping Up

M agic shows are making a resurgence as magicians are appearing on television, CD-ROMs and magazine covers, reports USA Today. Magic is intellectual and has a built-in irony, because you see something and you know it can't be true.

Magic has changed with the times, today, a magic trick takes about 3-1/2 minutes, which fits in with our shorter attention spans. There is more diversity in magic, there's more magicians on TV, and the public is becoming more aware of these people. It is estimated that there is between 30,000-40,000 magicians working.

Consumers are learning to appreciate good old-fashioned magic. Magic-related toys are entering the market. Card tricks are disappearing from store shelves and magic is also appearing in computer games.

National Employee Services and Recreation Association

September 1995

Dear NESRA Members:

As President and on behalf of the 1995 NESRA Board of Directors, it is my pleasure to present our Association's Annual Report for 1994. NESRA is audited annually by an independent accounting firm, Skalitzky & Noonan, Ltd., in Palos Heights, IL.

A year of change has brought new ways of addressing the challenges facing the field of employee services, yet we have maintained our focus on the customer. Our goal is to make your job as an employee services provider easier, more creative and more important to your company's mission. Only a brief overview of the issues facing NESRA are captured in the attached report. Other accomplishments will be completed in the coming months making 1994 a year to remember for all of us.

1994 NESRA Highlights

- NESRA held a highly successful Annual Conference and Exhibit in San Antonio, Texas, rating one of our best ever by the participants.
- We entered into a partnership with the Amateur Athletic Union (AAU).
- We developed a customized insurance program for employee associations.
- In Toronto, Canada we chartered our first international chapter.
- Successful Regional Conferences took place in San Francisco (Western Region) and Greenwich, CT (Northeast Region).

Many thanks to the members of the Board of Directors, Staff, Regional Officers, Project Team Members and all who were involved in these accomplishments. Collectively we have progressed to improve every employee's quality of life. Use these accomplishments as a spring board to send yourself and NESRA into the 21st century field of employee services.

Sincerely,

John Felak, CESRA

In Felch

President

1994 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER, 1994 AND 1993

	1994	1993			
ASSETS					
CURRENT ASSETS					
Cash	\$241,028	\$242,499			
Accounts Receivable	23,159	14,916			
Prepaid Expenses	37,843	36,268			
Overpaid Income Taxes	2,405				
TOTAL CURRENT ASSETS	\$304,435	\$293,683			
FIXED ASSETS					
Equipment	\$ 66,244	\$ 59,190			
Less: Accumulated Depreciation	(45,760)	(37,743)			
	\$ 20.484	\$ 21,447			
	Ψ 20,101	Ψ 21,447			
OTHER ASSETS		*			
Security Deposit	2,076	2,076			
TOTAL ASSETS	\$326,995	\$317,206			
1017270210	4020,300	\$017,200			
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts Payable	\$ 24,488	\$ 22,558			
Accrued Expenses	4,995	11,047			
Accrued Income Tax		1,517			
Deferred Income	160,016	123,686			
TOTAL CURRENT LIABILITIES	\$189,499	\$158,808			
NET ASSETS	\$137,496	\$158,398			
	7.0.,.00	\$100,000			
TOTAL LIABILITIES					
AND NET ASSETS	\$326,995	\$317,206			
AND NET ASSETS	\$326,995	\$317,20			

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDING DECEMBER, 1994 AND 1993

	1994	1993
REVENUES	\$797,509	\$816,794
EXPENSES	816,333	801,951
INCREASE (DECREASE) IN NET ASSETS	\$ (18,824)	\$ 14,843
NET ASSETS Beginning of Year	158,398	143,555
NET ASSETS End of Year	\$137,496	\$158,398

NESRA EDUCATION AND RESEARCH FOUNDATION 1994 FINANCIAL STATEMENT

REVENUES	\$ 8,179	
EXPENSES EXCESS OF REVENUES OVER (UNDER)	8,151	
EXPENSES NET ASSETS 1/1/94	\$ 28 44,453	
PLUS: EXCESS OR DEFICIT (-) NET EQUITY 12/31/94	28	
	\$44,481	



Support Your Team, Without Taking A Loss.

The benefits that employee associations provide through sports activities and social and cultural events have long been recognized. Many major corporations appreciate the value of employee associations in managing stress, enhancing teamwork and attracting and retaining high level employees.

However, the game *today* involves many risks. The potential liability and responsibilities of operating an association have never been so great. Risk Management Group, Limited, provides a single source solution.

Drawing from extensive experience with athletic associations and

valuable input from NESRA, RMG has developed a program designed to provide "Custom Tailored" protection specifically for NESRA members.

ERA Protection + offers a full range of liability and property coverage in addition to being an invaluable resource to help control and manage your risks.

Enjoy all there is to gain through an employee association and keep all the bases covered!

Call 1-800-535-4693 for detailed information or application.







A Special Invitation

he National Employee Services and Recreation Association (NESRA) invites you to PLAN NOW to ATTEND its 55th Annual Conference and Exhibit April 21-25, Sunday through Thursday. The conference will be held at THE MIRAGE on the strip, in Las Vegas, Nevada.

This, our 55th annual conference and exhibit promises to be most informative and educational with exciting surroundings, glittering entertainment, fabulous accommodations and something for the entire family.

"STRETCHING THE BOUNDARIES" is the theme. The program will address the current trends in the employee services and recreation area, allowing you to stretch your mind to expand your programs.

Education, information, participation is the key! Top notch speakers and panelists will present new techniques employee services providers can address employee/employer concerns and how we can move forward to address those concerns and better serve our customer.

The SNESRA (Southern Nevada Employee Services and Recreation) chapter, General Conference Chairman Phyllis Smith and Conference Co-Chairman Jennifer Morgan, look forward to hosting you and your family.

Bring the family and enjoy all the fun places to visit in The WORLD OF THE MIRAGE, including the Royal White Tigers of Nevada, the only erupting Volcano in Nevada, Tropical Fish Tanks, Tropical Lagoon Pools, Dolphin Pool, six restaurants, shopping promenade, babysitting, beauty salon, car rental, health spa and more!

Great entertainment and fun include MGM GRAND ADVENTURES THEME PARK and The CIRCUS CIRCUS GRAND SLAM (with the indoor roller coaster experience.) SEE YOU IN LAS VEGAS as we celebrate NESRA'S FIFTY-FIVE YEARS AND STRETCH THE BOUNDARIES of employee services in a SPECTACULAR WAY. BRING THE FAMILY...COME EARLY...STAY LATE...Take a well-earned vacation and mix it with a SUCCESSFUL BUSINESS LEARNING EXPERIENCE.

More information on Las Vegas follows!



Budget Now to Attend

NESRA's 55th Annual Conference and Exhibit

April 21-25, 1996 at The Mirage, Las Vegas, NV



Delegate registration fee is \$425

Room rates are \$114 (single or double)

Call The Mirage directly to reserve your room (800) 627-6667 or (702) 791-7444.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, call or fax NESRA Headquarters at the numbers listed below.

Hosted by the Southern Nevada Employee Services and Recreation Association



NESRA

National Employee Services and Recreation Association 2211 York Road, Suite 207
Oak Brook, IL 60521-2371
(708) 368-1280 • (708) 368-1286 FAX

Be a part of history as NESRA celebrates its 55th Anniversary! Come to NESRA's 55th Annual Conference and Exhibit April 21-25, 1996 at the Mirage, and stay to enjoy

The Other Side of Las Vegas



Las Vegas now has an indoor amusement park, pirate battles and much more.

as Vegas is a diamond of many facets, all of which contribute to the brilliance of the whole.

Outside the view of the city's glittering megaresorts, expansive gambling casinos and entertainment extravaganzas are facets of Las Vegas that contribute to its growing reputation as a family destination resort. Inside some megaresorts, as well, are priceless jewels of non-gaming entertainment.

The development of museums, exhibits and museum-type attractions has occurred simultaneously with Southern Nevada's record population growth and the explosion of lavish resorts on the Las Vegas Strip.

These pockets of history and learning often house items and information unique to Las Vegas and found nowhere else.

V

The Lake
Mead
National
Recreation
Area was a
destination
for nearly
9.5 million
visitors in

Visitor Statistics

Las Vegas was visited by 28.2 million people in 1994. Gaming revenue in Clark County surpasses \$5 billion annually.

Recreational vehicle parks are located at several hotels in Las Vegas including Circus Circus Hotel, the Boomtown Hotel, the Hacienda Hotel, Sam's Town, the Stardust and the California Hotel. There is also a KOA and a Thousand Trails RV park.

Outdoors in Southern Nevada

Many attractions for Las Vegas visitors, including families, exist outside the resort hotels.

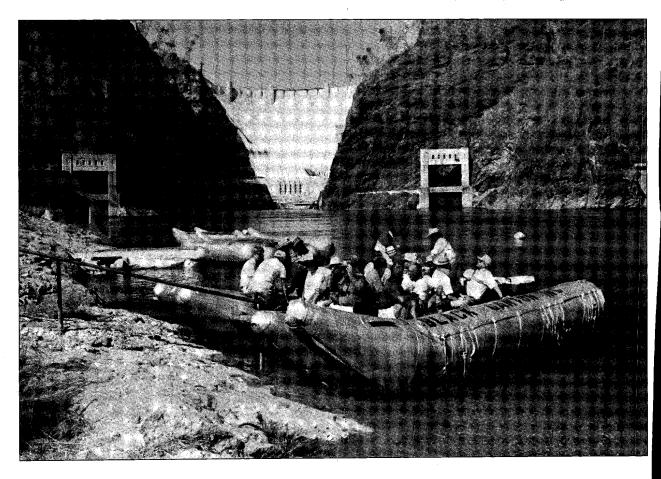
- Wet 'n Wild: A 15-acre water theme park, Wet 'n Wild offers visitors surfing, swimming, rafting and a huge array of water attractions and slides including Bomb Bay, the ultimate in a 76-foot-high water slide experience. For the less stouthearted, a large sunbathing deck loaded with lounges is also available.
- Hoover Dam: The dam is one of the engineering marvels of the world. The structure and the body of water behind it, Lake Mead, are a must-see during any trip to Las Vegas. Hoover Dam is an arch-gravity dam 726 feet

high and 660 feet thick at its base. The Hoover Dam project including the dam, the All-American Canal, the town of Boulder City, highways, railroads and various other works, cost \$165 million to build. The 1930s price tag on the dam itself was just under \$60 million, about 6 percent of the \$1 billion spent to construct and open the MGM Grand Hotel, Casino and Theme Park on the Las Vegas Strip.

Tourists can take 35-minute guided tours inside this huge monolith.

Lake Mead is 110 miles long when filled to capacity. The Lake Mead National Recreation Area was a destination for nearly 9.5 million visitors in 1994. A variety of activities including camping, boating, water skiing and fishing can be enjoyed on Lake Mead. A fee to enter the Lake Mead National Recreation Area is expected to be started in 1996.

desert park is 52 miles northeast of Las Vegas. A visit to the park is a trip back in time where visitors can experience red sandstone rock formations that have been carved by centuries of wind erosion into many exotic shapes. Ancient Native Americans pecked into boulders and rock faces a myriad of petroglymphs that are



still evident today. There is a \$3 use fee in the park which can be paid at the visitor's center or at honor boards at both entrances to the park.

In the city of Overton, a short distance from Valley of Fire, the Lost City Museum contains artifacts from ancient Native American civilizations that once lived on the banks of the nearby Muddy River.

■ Red Rock Canyon: Once the home of ancient Native American tribes, this magnificent canyon was formed by a thrust fault—a fracture in the earth's crust where one rock plate is thrust horizontally over another.

Red Rock Canyon is home to feral horses and burros, as well as various species of wildlife including desert bighorn sheep and antelope.

Within the Red Rock Canyon recreation lands is Spring Mountain State Park. This picturesque ranch, once owned by Howard Hughes and another time by German actress Vera Krupp, lies beneath the cliffs of the Wilson Range. Springs in the surrounding mountains provided precious water to the early Paiute Indians.

The Bureau of Land Management, which oversees the Red Rock area, said visitor numbers have increased from 250,000 in 1985 to almost one million annually. A BLM spokesperson said plans for Red Rock Canyon include regulating the number of vehicles allowed in.

River Rafting Tours: Rafting tours are available including 3-,6- and 8-day trips of the Colorado River and its historic rapids by National Park Service concessionaires. Black Canyon River Raft Tours offers a leisurely Lake Mohave float trip that starts at the base of Hoover Dam and travels down through one of the river's most beautiful canyons. For information, contact Grand Canyon National Park (602) 638-7779 or Black Canyon River Raft Tours, (702) 293-3776.

■ Grand Canyon, ArizlBryce Canyon, Utah
Visitors here can experience some of
the most spectacular views on earth.
Grand Canyon National Park and Zion
National Park in Utah are both accessible
by car and can be reached in one day's
drive. Air tours of both areas are available
through several air tour companies based
in Las Vegas. Some tour operators offer
both air and air-ground tours.

The Grand Canyon Railway offers a steam train ride to the Grand Canyon. Take a "Step back-in-time" with this magical nostalgic steam train journey to

the magnificent South Rim of the Grand Canyon. Depart I-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment. (602) 773-1976

Southern Nevada Museums

Outside the view of the city's lavish megaresorts, expansive gambling casinos and entertainment extravaganzas is a facet of Las Vegas that contributes to its growing reputation as a family destination. The development of museums, exhibits and museum-type attractions has occurred simultaneously with Southern Nevada's record population growth.

■ Liberace Museum

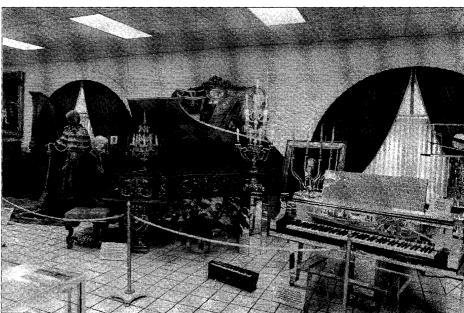
This is one of the most popular tourist attractions in Nevada. The museum, a couple of miles east of the Strip near where Liberace once lived, fills three buildings. One houses the pianos of Mr. Showmanship, including those once owned by Chopin and George Gershwin. Also on display in this building are Liberace's unique cars. One entire building is devoted to Liberace's stage wardrobe of multi-sequined costumes that dazzled opening-night audiences around the world. A third structure features the extensive memorabilia collected by Liberace during his lifetime.

The museum is a tribute to the fabulous career of one of the most popular and beloved entertainers who overwhelmed audiences from Radio City Music Hall to Las Vegas.

One entire
building is
devoted to
Liberace's
stage
wardrobe of
multisequined

that dazzled
opening-night
audiences
around the
world.

costumes



The Liberace Museum is one of the most popular tourist attractions in Nevada.

▼
The museum
houses
Debbie's
collection of
movie
memorabilia,

posters and set pieces

costumes,

props,

Hollywood—

Golden Era of

1960s.

Debbie Reynolds Hollywood Movie Museum:
Located in Debbie Reynolds Hotel at 305
Convention Center Drive, the museum houses
Debbie's collection of movie memorabilia,
costumes, props, posters and set pieces from
the Golden Era of Hollywood—1930s to
1960s. Among the vast array of items featured
in the museum are costumes from "How the
West was Won;" sets and costumes from
"Cleopatra" and "Ben Hur;" props and
costumes from "Mutiny on the Bounty;"
Marilyn Monroe's white "subway" dress from
"The Seven Year Itch," and Judy Garland's
ruby slippers from the "Wizard of Oz."

Guests are first seated for a movie presentation in an 80-seat, digital surround sound theater with hi-definition video. Appearing on screen in the video makes it possible for Debbie Reynolds to be each guest's hostess and curator through the museum presentation. As Debbie talks on screen, museum pieces are presented on three large turntables that are capable of holding and displaying 20 complete different sets.

After the video presentation, customers will pass into another part of the museum for an up-close view of other museum pieces. (702) 734-0711.

■ Lied Children's Discovery Museum:
Generally, museums do not conjure up exciting images for youngsters, but this one is a pleasant exception. The facility is in the Downtown area at 833 Las Vegas Boulevard North and shares a site with the Las Vegas Library. Educational stimuli abound.

The museum is a hands-on, interactive fun and learning experience in understanding art, the sciences and the humanities.

■ Guinness World of Records Museum:

Affiliated with the book of the same name, the Guinness World of Records Museum houses a collection of world records covering everything under the sun including the tallest man, the fattest man and the fastest talking man.

There are also videos of world records being set. The musical records of Michael Jackson are in the museum and Michael Jackson has visited them.

The museum is located at 2780 Las Vegas Boulevard South near Circus Circus Hotel. It's open from 9 a.m. to midnight seven days a week. For details, call (702) 455-7955.

■ Clark County Heritage Museum: Some of this museum's exhibits are housed in the 1930 Boulder City railroad depot and some in a new southwestern-style exhibit building and gift

shop. Also featured are old railroad cars; a fully restored bungalow home from the 1920s that was built by a pioneer Las Vegas merchant; a replica of a 19th Century frontier print shop and various other structures dating back to the turn of the century. The museum is located at 1830 S. Boulder Highway in Henderson and is on the left while en route to Hoover Dam. Call (702) 455-7955.

■ Imperial Palace Auto Collection: This assemblage of automobiles includes many cars once owned by the famous or infamous. Among the infamous are the cars of Al Capone and Adolf Hitler. The famous include Elvis Presley, Howard Hughes, John F. Kennedy and Tom Mix. The collection also displays cars that evoke memories of the past such as a Nash Metro, a '55 Ford Victoria Convertible and a 1954 Tucker.

The collection can be found on the fifth floor in the Imperial Palace Hotel on the Strip. The automobiles can be viewed from 9:30 a.m. to 11 p.m. seven days a week. There is an admission price for the museum.

Other Tasty Attractions

Garden: This is a kid's dream come true! Since the Ethel M Chocolate Factory is about 12 miles from Las Vegas and on the way to Hoover Dam, it is frequently included in tours to the dam. Ethel Mars was the mother of Forrest Mars, creator of the Mars bar, M&M's and Milky Way to name a few. Forrest Mars is one of the world's richest men. He has a home in Las Vegas.

Visitors can watch this famous candy being made and, best of all, a free sample comes with the tour.

Outside the factory is a beautiful botanical garden featuring at least one hundred different varieties of cacti.

Self-guided tours are offered daily from 9 a.m. to 5:30 p.m. and admission is free. From Las Vegas, drive east on Tropicana Avenue to Mountain Vista. Turn right and drive two miles. The factory is on the left. (702) 458-8864.

■ Kidd & Co. Marshmallow Factory: Located in Henderson at 8203 Gibson Road, this is a must-see for those whose sweet tooth was whetted at Ethel M's. It's a marshmallow factory where fantasies are constructed daily.

Visitors are encouraged to take the free self-guided tours during business hours Monday through Friday from 9 a.m. to 4:30 p.m., and

Saturday and Sunday from 9:30 a.m. to 4:30 p.m. There is a complete gift shop at the factory with a free sample waiting after the tour.

To get to the marshmallow factory from Las Vegas, drive south on U.S. 95 from Las Vegas and take the Sunset Road exit. Turn left at the light, travel 1/2 mile and turn right on Gibson Road. Drive a mile and a half and turn right. Kidd's is the copper-topped building (702) 564-5400.

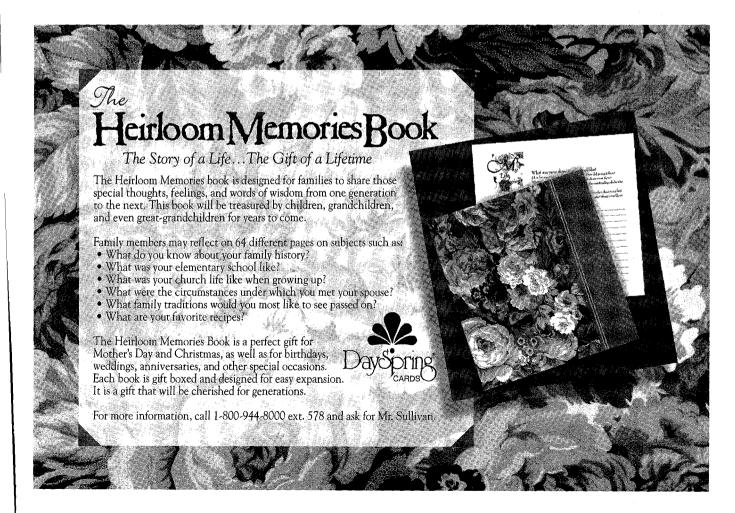
addition to the Southern Nevada tourism scene, is a visitors center adjacent to the \$50 million Ocean Spray Cranberries Inc. processing and distribution plant at 1301 American Pacific Dr. in Henderson. Opened in January 1995, the 10,000 square-foot visitors center uses a blend of interactive displays, artifacts and audio visuals to show how cranberries, grown in wetland bogs scattered across the northeastern U.S., wind up in a delicious array of Ocean Spray products. Visitors can take free self-guided tours of the visitors center, which features a 100-seat theater, a demonstration kitchen and a gift shop. The

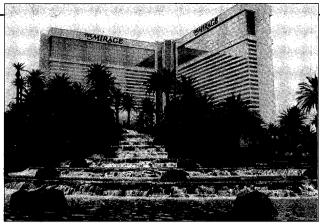
center is open daily from 9 a.m. to 5 p.m. To get to Ocean Spray, drive south on U.S. 95 from Las Vegas and take the Sunset Road exit. Turn right at the light, then left on Stephanie Road and left on American Pacific Drive. (702) 566-7160.

Family Fun Inside Hotels

There is a multitude of activities to be enjoyed by the entire family at many of the hotel-casinos in Las Vegas.

- Caesars Palace: Caesars Palace carries visitors on a moving walkway through a brief diorama of Roman history. It is also home to the Omnimax Theatre in which the hotel presents a selection of movies filmed in 70mm format. Pictures and sound completely surround the audience for a truly spectacular entertainment experience.
- Circus Circus: In addition to a full-blown casino, Circus Circus houses an array of arcade games for kids. The resort features free circus acts, including high trapeze artists, that can be





The Mirage invites you with a giant man-made waterfall that cascades over several levels topped by a volcano that erupts.

watched from the casino or higher non-gaming

level of the hotel.

canyon.

Circus Circus has also constructed a climate-controlled scenic water-theme park on five acres to the west of the casino. Grand Slam Canyon, a takeoff of the Grand Canyon, features 140-foot mountains, a 90-foot Havasupai Falls; a coursing river; beachrimmed, lagoon-like pools; gondolas; theme restaurants; snack bars; special-effects theaters; river rapid rides over a 50-foot waterfall and a

■ MGM Grand Hotel, Casino & Theme Park:

powerful, two-loop roller coaster through the

The vast new MGM Grand Hotel, Casino & Theme Park, the largest hotel in the world with 5,005 rooms, is an event that must be experienced. Guests enter the hotel between the paws of a golden lion that shoots lasers from its sparkling eyes. Just inside the door is a three-story, sculpted crystal Emerald City in which magic shows are performed every 20 minutes.

Adjacent to the hotel is the vast outdoor theme park called MGM Grand Adventures. The 33-acre park currently has 12 major attractions including four show theaters, nine theme areas, a variety of street entertainment called "Grandmosphere," several eateries, specialty shops and a wedding chapel. The rides include Lightning Bolt, an indoor roller coaster; Deep Earth Exploration, a futuristic motion base simulator, and Backlot River Tour, where guests float a river boat through a simulated movie set. Hotel officials are already reviewing possible additions to the park. Entrance to the park is free. Tickets for each ride can be purchased separately or a general admission ride pass good for all day is available.

■ The Excalibur: The Excalibur is a castle-like fantasy complete with moat and drawbridge. The first floor Fantasy Faire features craft booths, medieval games, gypsy carts and two 48-seat magic motion machines. Also on this level is King Arthur's Arena where

knights joust at two dinner shows each evening. The third floor Medieval Village features shops, seven theme restaurants and strolling costumed singers, jugglers and musicians.

pyramid on 47 acres adjacent to the Excalibur. Inside the hotel, a variety of attractions are featured including a series of participatory adventures involving movie technology and simulators; a Sega USA high-tech arcade called "Virtualand," and a full-size replica of King Tut's tomb.

In front of the massive glass structure is a 10-story sphinx whose eyes shoot lasers that interact with a huge obelisk and water lagoon. As the water boils in the lagoon, it erupts into a giant screen on which a hologram of Tut appears. A vast River Nile circles the interior of the hotel. River barges float guests on a fascinating journey as guides interpret genuine Egyptian hieroglyphics on the walls of the hotel.

■ The Mirage: The opulent Mirage entertains guests of all ages with a giant man-made waterfall that cascades over several levels topped by a computer-driven volcano that erupts every 15 minutes in the evening, starting at dusk. Another family attraction is a large natural habitat constructed to house several rare Royal Siberian white tigers that can be viewed for free through safety glass.

Visitors to the Mirage can tour a 1.5 million-gallon pool of water that is home to five Atlantic bottle-nose dolphins. The mammals are viewed from a window in the side of the pool.

■ Treasure Island: The adventure of Treasure Island begins before guests even enter the door. As they approach the hotel on a wooden boardwalk running along Las Vegas Boulevard South at Spring Mountain Road, they find themselves in the midst of Buccaneer Bay Village, a bustling 18th Century pirate's hamlet on the sandy shore of the Caribbean sea. Docked at the village is the life-size pirate ship Hispaniola, where buccaneers are busy unloading stolen booty. A British frigate sails around Skull Point and demands the pirates surrender. They refuse and full-scale battle ensues complete with snapping masts, catapulting sailors and buildings that explode in a flash of flames. The pirates always win.

Inside the hotel is Mutiny Bay which features state-of-the-art video games, pinball and electronically simulated games. At the center of the arcade are games of skill where kids can try their luck to win prizes.

NESRA broke
attendance
records at
The Mirage
in 1991. This
famous hotel

55th Annual
Conference

NESRA's

is the site of

and Exhibit

April 21-25,

1996.

Article provided by Las Vegas Convention and Visitors Authority. For more information about Las Vegas, contact Jesse James, (702) 892-0711.



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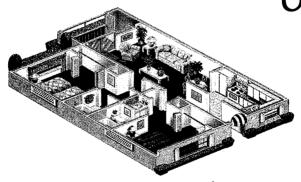
The SAVE program (Strategic Alliance of Valued Employees) gives NESRA-affiliated members a whopping 25% discount year round...*no blackout periods*. They enjoy roomy two-bedroom, two-bath suites,

plus resort-level amenities that include pools, spas, golfing, volleyball and continental breakfast. There's a children's playground & activities (courtesy of AlfieGator™, our Ambassador of fun) and of course, our location... secluded, yet moments from all the area attractions that have made Central Florida the vacation capital of the world.

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Convention and Visitors Bureaus

Offer Aid in Meeting Planning and Group Travel Planning

by Kelly Ragains

hether you're planning a convention, meeting or group tour in Detroit or in a far away place like Sitka, Alaska, convention and visitors bureaus (CVBs) all over the world are willing to help you make the most of your stay. Acting as the liaison between your group and the host city they represent, CVBs are experts at matching your group's needs to the area's resources. Many convention and visitors bureaus are funded by taxes imposed on the hotels.

The services provided by CVBs are not just for the first-time meeting planner. Both novice and expert meeting planners can benefit from the information, resources and guidance provided by a CVB. You can book your next event through the convention and visitors bureau. Specifically, they can begin the planning process with a convention and meeting planner checklist that covers all details associated with planning a meeting, convention or group tour.

For example, selecting accommodations is probably one of the most important aspects of a group's visit. Lodging preferences vary for groups—with some choosing large hotel complexes with thousands of rooms, while others prefer the smaller more intimate bed and breakfast facility. CVB professionals work with their hotel community on a daily basis and can assist you in choosing the hotel/motel that best suits the group's needs.

In many cities, even if you don't book your event through the convention and visitors bureau, you can use the CVB as a resource for promotional materials and other services. For example, neither you, nor the members of your group, want to get lost while visiting a new location. CVB service departments are

happy to provide an orientation to meeting/ group tour planners and host committee members. They will also suggest means of transportation, dining options and entertainment venues.

After choosing a location for your meeting or convention, you'll want to make the participating delegates excited about attending. CVBs are able to help you build attendance and promote your activity through direct-mail materials, postcards and brochures. They are also willing to give presentations at local chapters, highlighting important information about the area.

CVBs offer a range of promotional and audio/visual materials which can assist you in planning your convention or your group trip and help you publicize your event. These materials include videos, color slides, photographs, tabletop displays, brochures, camera-ready clip art, posters, four shells, a press kit and publicity handbook.

Once your delegates or travel group arrive at the host city, CVB staff can provide on-site greeting, registration and hospitality. Visitors can receive information on the events and attractions that city has to offer.

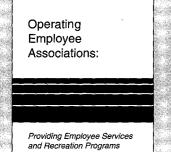
Convention Services personnel can also provide you with step-on guide service, transportation and additional ideas for spouse tours. Sample itineraries have been prepared to ensure that your group doesn't miss an important attraction.

Convention and visitors bureaus were created to help you make doing business in any city easy and rewarding. Bureau employees want to share all of their area's treasures with you and your participants. By working together, meeting/group tour planners and bureau employees can provide your group with a unique and memorable experience.

Kelly Ragains is media relations assistant for the Metropolitan Detroit Convention and Visitors Bureau in Detroit, MI. This convention and visitors bureau was founded in 1896. It is the world's first convention and visitors bureau.

Operating Employee Associations:

Providing Employee Services and Recreation Programs



Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

Key topics include:

- History and philosophy of employee associations
- Dealing with tasks: business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
- Dealing with people: Stakeholders, programmers, public relations/ marketing, communication, self-management
- Samples of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

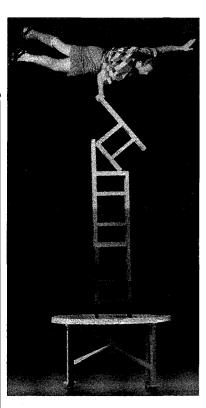
Whether you have an existing employee recreation association or are looking to start one, this book is a must!

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Beyond the Discount Card

Theme Parks offer a Variety of Services

by Jennifer Thompson, NESRA Staff Intern



The Russian tumbling group, "Akishins" dazzles audiences at Busch Gardens Williamsburg.

lthough theme parks are known for their .discount tickets, employee services providers can tap their **NESRA** National Associate Members who represent theme parks for a variety of other services. NESRA contacted its National Associate theme park members to gather information about what services are offered during open season, off-season, before hours and after hours. We also asked about entertainment available onsite and which is contracted out for parties. We asked about planning services and catering services.

Several theme park services are available "beyond the discount card." NESRA member theme parks are able to provide services and opportunities that emphasize special event possibilities, ranging from company picnics to theme parties. The possibilities are great, and each park has much to offer.

Busch Gardens Williamsburg

One Busch Gardens Boulevard, Williamsburg, VA 23187 Contact: Debra O. Mastaler Special Events Manager (804) 253-3350

Open season: The Black Forest Picnic Village caters to groups of 40 or more and offers a variety of menus.

Off-season offerings: Christmas parties in the beautiful Festhaus Festival Hall during the month of December is available to groups of 400 or more.

Private parties: "Oktoberfest" and "Italian Serenade" are themed parties on off days during the operating season.

Before hours: None offered.

After hours: The "Das Festhaus" is available for an "Oktoberfest," while the Italy Pavilion is open for an "Italian Serenade."

Entertainment available to groups within park: Strolling entertainers are available for a nominal fee, in addition to Black Forest catering. German and Country shows are available from April through October.

Entertainers contracted out: This varies, due to the seasonal nature of the park.

Assistance in planning parties: Assistance is provided in all aspects of event planning for in-park parties only.

Catering services: A full-range of services are available on-site.

Other: The Royal Palace Theatre is available for presentations and awards.

Disneyland

1313 Harbor Blvd., Anaheim, CA 92803 Contact:: Loretta Lunsford Sales Manager (714) 502-3900

Open season: A variety of theme picnics and parties can be arranged.

Off-season offerings: Private parties are available Monday through Friday, from September through February.

Private parties: Private parties after hours with a 5,000 guest minimum are available, as well as picnics, themed group dining and themed indoor banquet rooms. At The Sipace Place, monorails glide overhead, rocket jets soar and Disney characters provide entertainment for your guests while they enjoy a picnic-style meal. At the Golden Horseshoe, guests can travel back to the old west and enjoy country-style dining and a themed western show. The Disneyland Hotel, the only hotel on the Disneyland Monorail, offers outdoor picnic areas and themed indoor banquet rooms.

Before hours: An early entry into the park with breakfast is available through Walt Disney Travel Company, at (714) 520-6191.

After hours: Private parties are given Monday through Friday, from September to February with a 5,000 guest minimum. This includes admission to the park, parking and unlimited use of all adventures, including the new Indiana Jones Adventure, The Temple of the Forbidden Eye. Two or more groups may combine to meet the minimum requirements. Experience the fantasy of having Disneyland all to yourselves.

Entertainment available to groups within the park:
The following shows are available: Fantasmicf; Lion
King Celebration Parade; and The Spirit of
Pocahontas.

Entertainers contracted out: Theme parties are available, through contacting the special events department.

Assistance in planning parties: Theme parties are available. In order to arrange this, contact Michelle Roach at (714) 502-3427.

Catering services: Picnic areas and group themed dining at The Space Place Picnic and The Golden Horseshoe and Disneyland Hotel are available.

Other: Elegant theme dinner parties are available in One Land after the park closes. Each party is carefully arranged, right down to the selection of entertainment, attractions, and menu. Since each party is unique, prices vary. Min mum party size is 800.

Opryland's "Way Out West" is just one of 13 different musical shows at Opryland USA. The park also offers meetings, exhibit space, progressive dinner parties and more.

Opryland USA

2802 Opryland Drive, Nashville, TN 37214 Contact:: Laura Cason,

senior manager corporate sales (615) 871-5994

Open season: River Bend Hollow offers a private high-quality pavilion utilized for company events. The Opry Inn is an air conditioned facility that has two private areas that may be reserved for smaller groups.

Off-season offerings: Company functions may be held in River Bend Hollow, while speakers and special event activities take place in the Roy Acuff Theater.

Private parties: The options are limitless. For example, there are parties such as Nashville on Stage Concert, various theme parties, Hot Country Nights, Hoot-n-Hollar Hoe Down, Vittles and Fiddles, or progressive dinner parties.

Before hours: Company brunches, meetings, or seminars are available in the River Bend Hollow facility.

After hours: Dessert parties and private parties in different areas of the park are available and include rides and games.

Entertainment available to groups within the park: There are 13 different musical shows ranging from bluegrass to gospel, or from rock to country.

Entertainers contracted out: There are numerous entertainers available from Opryland, such as magicians, clowns, face painters, bands, country-line dance instructors, square dancers, caricature artists, and disc jockeys.

Assistance in planning parties: Each company has a sales manager and an event manager handling their event that will assist in the planning. Props and scenery are also available for theme parties.

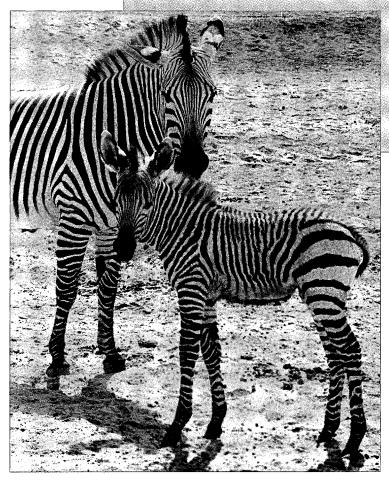
Catering services: Award-winning chefs provide on-site catering.

Other aspects: Meetings, exhibit space, progressive dinner parties and theater rentals are additional services at Opryland USA.



San Diego Zoo and Wild Animal Park

10946 Willow Court, Suite 300, San Diego, CA 92127 Contact: MaryLou Antista Suba Sales Manager (619) 675-7900



Animal lovers can enjoy the sites of wild animals at the San Diego Zoo and Wild Animal Park.

Sea World of Florida

(an Anheuser Busch Theme Park)
7007 Sea World Drive,
Orlando, FL 32821
Contact: Leslie Snyder
Sales Manager
(800) 432-1178

Open season: Atlantis Plaza is a beautiful, 4-acre private area featuring 7 permanent pavilions ideal for any size party or picnic. Sea World offers a wide variety of "All-you-can-eat" menus to choose from.

Off-season offerings: Sea World is open year-round.

Private parties: Sea World provides unique and spectacular settings with countless opportunities to customize an event.

Before and after hours: Catered functions are available in conjunction with admissions into the park.

Entertainment available to groups within park: Sea World of Florida provides the ideal entertainment experience for

Open season: Picnic facilities open every day of the year that can handle groups of 100-3,000.

Off-season offerings: The San Diego Zoo and Wild Animal Park are open year-round.

Private parties: Company picnics, retirement parties and company outlings are available.

Before hours: None offered.

After hours: Night dinner company parties for 100 or more are available at both facilities, the zoo and the wild animal park.

Entertainment available to groups within the park: There are guided bus tours, Wgasa Bush Line Monorall, and animal shows and exhibits available.

Entertainers contracted out: Various entertaining groups are available. The park staff will make animal presentations at educational sessions or at special events.

Catering services: Catering services are available.

Other: At the zoo, admission, guided bus tours, children's zoo, skyfare, exhibits, and shows are available. At the Wild Animal Park, admission, Wgasa Bush Line Monorail, exhibits, and shows are provided.

groups of all ages with a constantly expanding variety of attractions, exhibits and shows.

Entertainers contracted out: Walk-around characters are available for hire, depending on the event.

Assistance in planning parties: Sea World has professional planners and special event coordinators to attend to every detail of a function. They will be present to oversee every aspect of your event to ensure a successful gathering.

Catering services: Award winning chefs and culinary professionals commit to quality and create delicacies to please all during on-site functions.

Other: Sea World of Florida has everything needed for receptions, banquets, and celebrations of every kind, with party decorations that are alive.

Sea World of Ohio

(an Anheuser Busch Theme Park)
1100 Sea World Drive
Aurora, OH 44202
Contact: Pattie Filer
sales manager
(216) 562-8101 ext. 2138

Open season: Groups of 25 - 10,000 may choose from six covered picnic pavilions equipped with ceiling lights and audio support. There is a wide selection of buffets and a variety of themed meals.

Off-season offerings: Educational opportunities are available by contacting the education department.

Private Parties: Choose from a variety of private pavilions.

Before Hours: A continental breakfast at Sea World's Lakeside pavilion is available.

After Hours: None offered.

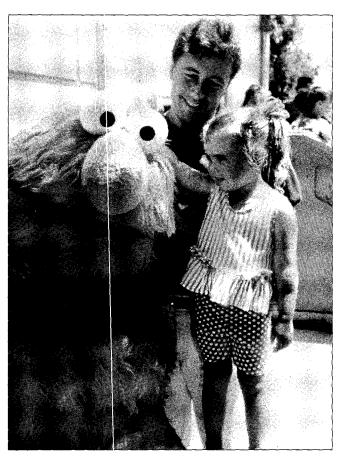
Entertainment for groups within park: There are six live shows and over 20 attractions featuring Shamu's Happy Harbor and a three-acre Caribbean themed play area.

Entertainers contracted out: Character costume appearances are available through Sea World of Ohio.

Assistance in planning parties: Services are available upon request.

Catering Services: Services are available upon request.

Other: The sales department will cater to your special needs.



At Sesame Place, you can arrange a catered breakfast with one of the Sesame Street Muppet Characters.

Sesame Place

(an Anheuser-Busch Theme Park)
100 Sesame Road,
Langhorne, PA 19047
Contact: Bob Zavada, sales manager
(215) 741-5346

Open season: For daytime outings, Sesame Place offers packages which include a full day admission to the park, use of a special reserved covered picnic area, a variety of catered menu options, and a special visit by one of the lovable Sesame Street Muppet Characters.

Off-season offerings: Sesame Place is open from the last week of April to early October. Off-season events/outings or building rentals are available. Indoor buildings may be rented out for children's Christmas parties. Contact the park for additional information. The outcoor theme park activities and water elements are not available during the off-season.

Private parties: Sesame Place offers companies exclusive afterhours Splash Parties during the months of May, June and September.

Before hours: Your group may enjoy a catered breakfast with one of the Sesame Street Muppet Characters. The maximum limit for breakfast is 100 people.

After hours: After the park closes at 5 p.m. or 7 p.m., depending on park operating schedule, during May, June and September, Splash Parties are available. Splash Parties include full use of the Caribbean-themed Sesame Island (including the 1,000 foot long Big Bird's Rambling River and Ernie's Waterworks), Sesame Neighborhood, and Twiddlebug Land. Also included are the "Big Bird and Company Musical Revue," and the "Friends of a Feather" live exotic bird show, appearances by

some of your favorite Sesame Street Muppet Characters, fully catered menu of your choice and free parking. Additional entertainment options and entire park buy out after hours are available.

Entertainment available for groups within the park: Guests can see the Sesame Street Muppet Characters daily in the "Big Bird and Company Musical Revue" or during character walkarounds in Sesame
Neighborhood. Also see live exotic birds in "Friends of a Feather" bird show, visit "Amazing Adventures of Elmo and Zoe" chromakey show, or enjoy the Sesame Brass Band, strolling entertainers, and Sesame Players theater. in addition, it has over 40 outdoor physical play activities. Companies can add many of the above entertainment options to the basic afterhours Splash Party package.

Entertainers contracted out: Some entertainment options are available for off-site events. Please contact the park for information on availability.

Assistance in planning parties: Sesame Place marketing and catering representatives will assist you in planning or customizing your daytime picnics and after-hours Splash parties. Park props and scenery are not available for off-site corporate parties.

Catering services: On-site full service catering is available for daytime picnics and after hours Splash Parties with a wide range of menu selections.

Other: Companies may utilize one of the two theaters for presentations/awards ceremonies during the after-hours Splash Parties. Groups may rent out the entire park after hours depending on its size and requests



NESRA National Associate Members have valuable skills in the areas of their expertise. Use them as helpful resources to help you plan events, supply your employee store, organize a trip or to help promote a special discount. Keep abreast of NESRA National Associate Member offerings by checking the Buyer's Guide Update published in each issue of this magazine. An Annual Buyer's Guide and Services Directory will be published in the Novemer/December issue AND it will appear in NESRA's Membership and Peer Network Directory.

Universal Studios Florida

1000 Universal Studios Plaza, Orlando, FL 32819 Contact: Randy Gerber, manager, corporate sales (407) 363-8420

Open season: The brand new Soundstage 33 special event facility is ideal for banquet-style or reception-style events, and features easy access to the number one movie studio and theme park in the world.

Off-season offerings: Universal Studios Florida is open yearround.

Private parties: Universal Studios Florida offers a vast array of theme parties in a variety of studio locations. Universal will tailor to the needs and requests of the group, ranging from a party with a disc jockey, to an intimate dinner.

Before hours: Exclusive character breakfasts are conducted prior to the studio's opening.

After hours: Private parties are hosted nightly at Universal.

Convention groups and corporate outings make up the majority of "after hours" business.

Entertainment available to groups within the park: Guests can enjoy over 40 rides, shows, attraction, and movie sets. In addition, dozens of one-of-a-kind shops and restaurants are open year round.

Entertainers contracted out: Characters perform off-site only in conjunction with pre-booked studio events.

Assistance in planning parties: All of Universal Studios Florida's sets and props may be utilized in designing unique theme parties.

Catering services: Soundstage 33 can host 500-700 people banquet style, and 13,000 reception style.

Walt Disney World

P.O. Box 10,000 Lake Buena Vista, FL 32830 Contact: Jeannie Trout sales manager (407) 828-2048

Open season: River Country and Discovery Island at Disney's Fort Wilderness Resort offers the perfect old fashioned picnic with a country western themed pavilion, swimmin' in Huck Finn's swimmin' hole, and strollling Discovery Island, and 11-acre santuary where animals roam free. Typhoon Lagoon with its tropical theming has water slides galore, exotic plant life, white sandy beaches and private picnic areas.

Off-season offerings: A variety of theme parties are available year-round.

Private parties: The Magic Kindom, Epcot, the Disney-MGM Studios and Pleasure Island offer party options, each unique to the theming of the location selected.

Before hours: Breakfast meetings, character breakfasts, fishing excursions, and even a place to practice your surfing skills are available.

After hours: A wide selection of themed receptions and dinners are available to suit every taste and budget.

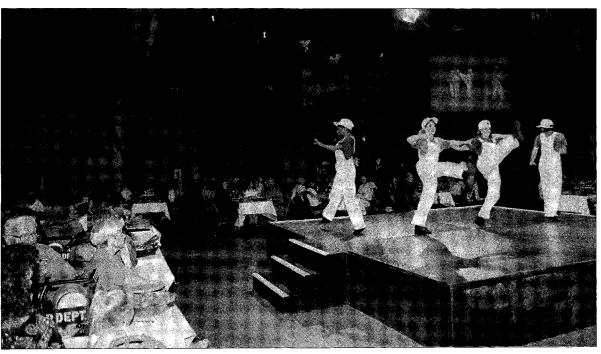
Entertainment available to groups within park: The WALT DISNEY WORLD Resort makes magic for all group events.

Entertainers contracted out: Please call for more information.

Assistance in planning parties: Your team of professionals from the WALT DISNEY WORLD Resort will open the door to a vast and unmatched array of facilities and expertise for all meeting events and functions.

Catering services: Walt Disney World catering professionals will surpass your expectations.

Other: Youth education programs, Disney University Seminars, Fairy Tale Weddings, Convention Programs and Resort accommodations are also available.



Universal Studios Florida's new Soundstage 33 special event facility is ideal for banquet-style or receptionstyle events.



Weeki Wachee Spring and Buccaneer Bay

6131 Commercial Way Spring Hill, FL 34606 Contact: Karen McQuilkin marketing sales representative (904) 596-2062

Open season: Buccaneer Bay offers shaded and/or covered reserved picnic areas with custom-printed advance tickets for the event. Sand volleyball courts may be reserved, and there are group discounts for tube rentals.

Off-season offerings: At Weeki Wachee, groups can enjoy luncheons, private dinner picnics and parties, cocktail parties, and sunset river cruises. Buccaneer Bay is open from March through September. Non-swimming functions are available.

Private parties: Luncheons, private dinner picnics and parties, cocktail parties, and sunset river cruises are available at Weeki Wachee Spring and Buccaneer Bay.

Before hours: None offered.

After hours: Weeki Wachee offers exclusive parties, sunset river cruises, meeting facilities in the beautiful underwater theater overlooking the main spring (seats 460), meeting facilities at the Holiday Inn, dinner picnics, and cocktail functions.

Entertainment available to groups within park: At Weeki Wachee, concerts given by performers such as Bill Anderson, Jeannie C. Riley, and Jerry Reed are included with group admission. Wildlife presentations are also a part of the entertainment within the park

Entertainers contracted out: The park's entertainers such as Pocahontas or an underwater theater cast of mermaids may be a part of on-site group functions.

Assistance in planning parties: Contact the park representative for assistance in planning group events.

Catering services: A wide variety of catering options, including three different picnic menus, cocktails, and hors d'oeuvres are available in the park and at the Holiday Inn Weeki Wachee.

Weeki Wachee has meeting facilities in the beautiful underwater theater where the famous Weeki Wachee Spring Mermaids usually prerform.

Wet'n Wild

6200 International Drive, Orlando, FL 32819 Contact:: Joy Valha, corporate/convention sales manager (800) 992-9453 or (407) 351-1800

Open season: The park has 11 different picnic pavilions, the largest holding up to 1,200 people. Some pavilions have PA systems and audio capabilities. The park offers catering facilities for all groups of 25 people or more.

Off-season offerings: Wet 'n Wild is open year-round and the pools are heated in the cooler months.

Private parties: Private parties are offered year-round except from June 18 to August 19. The park can accommodate exclusive parties for groups as large as 8,000 and as small as 150

Before hours: Meetings, speakers, and breakfast events can be arranged prior to the park opening.

After hours: During the "Summer Nights Festivities," the park is open until 11 p.m. from June through August.

Entertainment available to groups within park: During Summer Nights, bands and disc jockeys provide additional musical entertainment. During regular hours, the exclusive parties are supplied with a video jockey and karaoke.

Entertainers contracted out: Special arrangements can be made for entertainers to perform.

Assistance in planning parties: Wet 'n Wild has a corporate sales department that specifically plans events for employee picnics, cocktail receptions, team-building events and any other occasions to meet the needs of the client.

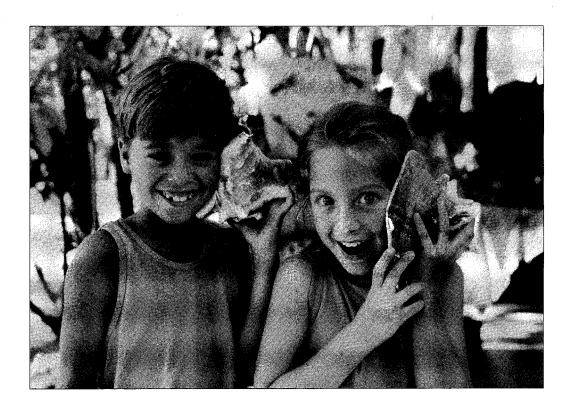
Catering Services: On-site catering is provided with a variety of menu options to accommodate groups of 50 - 6000.

Other: Special rates are available for beach front rental, partial park exclusive parties, as well as full park private parties. Wet 'n Wild offers activities coordinators, Aqualympics, and more



Responding to Increasing Family Travel

by Cindy J. Barclay



As more
adults take
children on
vacation,
hotels shift to
attract
families.

ike just about everything else in the world today, there is a tremendous amount of change taking place in how, when and where families travel. And all indications are that the trend of parents traveling with their children will continue on the upswing.

Gaining Popularity

Recent findings reflect that family travel represented almost three-quarters of all vacation travel last year. The reaction to this huge growth market by the hospitality industry has been very positive and both hotels and families are benefiting. For example, mega resorts and tourism boards are intensifying their marketing efforts aimed at

children and families. This has resulted in making it much easier to find a hotel that offers special programs and amenities for children than ever before. To name a few there's "Camp Hyatt," Ritz Carlton's "Ritz Kids," and "Loews Loves Kids." Airlines are also 'family friendly.' Delta Airlines has a frequent flyer program for children called Fantastic Flyers and has 800,000 members.

Affordability is always a big factor in family travel. That's why many hotels and resorts are marketing packages for families. Even resorts in exotic locales, usually not considered family destinations, have developed programs to encourage parents to bring along the kids by packaging economical family-oriented vacations. One such resort is the Bahamas Princess Resort & Casino on Grand Bahama

Island. During the summer months when family travel is heaviest, it offers a "Camp Seashells" program. Children (under 17 years old) stay free in the room, and when the adults purchase either the Princess or Gourmet meal plans, the children receive the same meal plan complimentary (gratuity is extra). Cruise lines are another great option since they are allinclusive. Two of the biggest promoters of children's programs are Carnival and Premier Cruise Lines. Most of these vacation experiences can be purchased for durations of three, four or seven nights.

Researching Options

It can be a challenge to create a vacation that offers a variety of things to see and do for each family member. Families should not wait until they reach their destination to plan their itinerary. Before leaving on their vacations, families should survey what each member would like to do and what activities they can do together. Activity planning is another area in which the travel and tourism industry can be of service. Urge employees to take advantage of all the literature available. A large percentage of destinations and resorts have promotional videos that can practically 'take you there.' Sources for literature and videos include travel agencies, departments of tourism, Area Chambers of Commerce and your corner video rental shop.

An experienced travel agent can be very helpful and their service is free. Since they're 'in the business,' more than likely either an agent or another agent in the office has been to the area or resort your family is considering. Just like reading a restaurant or movie review, their personal experiences may help your employees choose their final destination. (editors note: employee services providers may develop a log for employees to fill out a form of where they went on vacation and what they liked about it—or maybe a lunchtime seminar can be devoted to listening to coworkers tell about their vacations.)

Learning While Traveling

Something not to be overlooked about the entire travel experience is the educational aspects. From having a better understanding as to distance and where places are in relationship to home, to enjoying different types of flowers and plants, to actually having to convert currency. Travel is one of the best learning methods for children.

Expanding Appeal

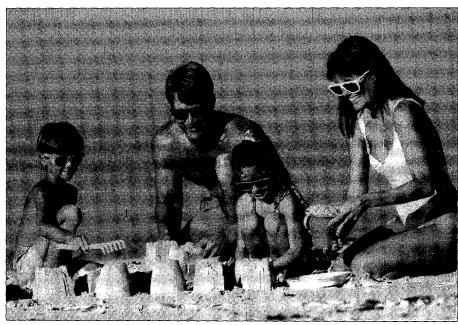
Family travel is not limited to mom and dad as escorts. Grandparents that wish to bond with their grandchildren are also getting into the act. Some travel agencies have started specializing in this growing niche market. Since the senior family members usually are retired and have more time to travel, the duration of their trips are longer. And to stretch the family even further, entire family reunions have "gone on the road," too.

Other Tips

There are plenty of variables in family travel. The ages of the children will determine some of the guidelines. For the first family getaway, a two-or three-day weekend, within driving distance from home, is best. This will help 'test the waters' without just 'diving in before you are sure you can swim.'

Some recommended reading includes: 50 Great Family Vacations: Western North America and 50 Great Family Vacations: Eastern North America, by Candyce Stapen, Globe Pequot, 1994, and Family Travel Times, a family travel newsletter published 10 times a year by Travel With Your Children, call (212) 206-0688.

Cindy Barclay is manager of marketing and public relations for Princess Vacations/Princess Hotels International in Miami, Florida.

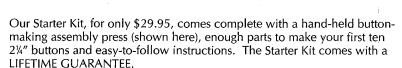


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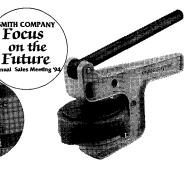
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FREE catalog.

Camping Doesn't Have to Mean Roughing It



Campers are looking for resort/destination campgrounds where they'll find a range of amenities.

amping offers a variety of activities and helps keep costs down. Kampgrounds of America gives you an update of what's new in camping:

Where can you find one of the most relaxing, refreshing, adventurous, exciting and affordable getaways for the entire family? For nearly 64 million Americans and growing, the answer is camping!

Several sources cite camping as one of the most popular and economical forms of adventure or "hands-on" travel, as well as one of America's "most loved" activities...and for good reason. Camping offers a way for families

to spend quality time together, get away from everyday hassles and save money at the same time.

In addition to these motivations, outdoor enthusiasts contend that camping and other recreational activities enhance their quality of life. Active or adventurous travel promotes a healthy lifestyle and an appreciation for the beauty of the great outdoors.

Whether your employees are novices or seasoned campers, there's something for everyone at campgrounds and RV parks nationwide. Typically, younger families enjoy tent and "pop-up" trailer camping. Tent campers love the outdoors and enjoy the

by Laurie Ryan



Photo by Kampgrounds of America "KOA Kamping Kabins."

Campers just
bring
bedrolls or
linens and
cooking gear
and sleep in
cozy, rustic,
heated or airconditioned
cabins.

basics: sleeping bags, a lantern, and a large, shady area. Entry-level RVs, like pop-up trailers, are especially popular for young families who travel frequently and want to maximize their vacation dollars. Motorhomes have historically attracted more mature campers—those who travel more often and for longer periods of time—but that has changed in the '90s.

With more than 9 million recreational vehicles on the road today (a number that has been increasing by 100,000 each year), the RV lifestyle has grown to be one of the most popular, convenient and flexible ways to travel. A recent RV industry association study revealed that one in 10 U.S. households now own at least one recreational vehicle (RV), and one in five is interested in purchasing an RV in the next five years.

For the second straight year, in 1994, the RV industry posted its highest numbers since 1978, continuing a three-year growth period that has seen wholesale shipments increase by 50 percent. This year, sales are again strong, supporting the industry expectations that the number of RV owners will increase significantly over the next decade.

For the ultimate in comfort and convenience, many campgrounds even offer log cabins. Kampgrounds of AmericaTM offer Kamping Kabins®. The cabins are a great way to "break into" and experience all the excitement and fun of camping out with all the security and comfort of sleeping indoors.

Cabins are also a perfect "hassle-free"

travel option for families who enjoy vacationing in the great outdoors but don't have a tent or recreational vehicle. Campers just bring bedrolls or linens and cooking gear and sleep in cozy, rustic, heated or air-conditioned cabins. In 1994, approximately 30 percent of KOA customers were first-time campers, either staying in a Kamping Kabin®, tent or RV...a sure sign that more and more vacation travelers are getting back to nature and searching for active getaways that are affordable and fun.

In addition to vacations that are affordable, today's families look for a variety of quality amenities and facilities. So they choose large campground chains and resort/destination campgrounds where they'll find a vast range of recreational features, including heated pools, hot tubs, on-site restaurants and lounges, volleyball,

tennis, shuffleboard, bicycle and canoe rentals, playgrounds, meeting facilities for gatherings and family reunions, planned activities, entertainment and even a golf course.

Many campgrounds are close to beaches, attractions, theme parks and other popular sites, allowing campers to set their "base camp" while enjoying daytime outings. Some of the most popular day excursions enjoyed by campers are sightseeing, hiking, fishing, boating and biking.

Because of its warm, coastal climate and pleasant temperatures especially in winter months, Florida has been ranked as the #1 camping destination in the U.S. In 1994, more than 5 million camping trips were taken in Florida. While there are many campgrounds throughout the state to choose from, more and more campers are looking to escape the hustle-and-bustle of crowded areas. After taking in family attractions, they head to off-the-beaten path places like Okeechobee, Ocala and the Everglades.

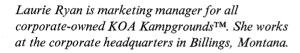
California is also a popular destination for campers, and it is home to more campers than any other state. California offers beautiful beaches and scenic locations on its coast, as well as a host of attractions.

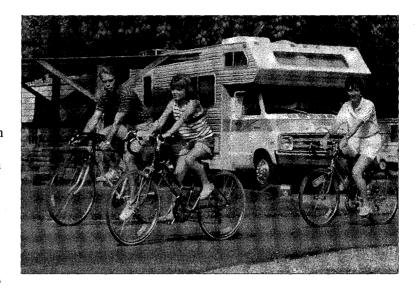
With more families camping, you might consider these tips when helping an employee plan a camping trip:

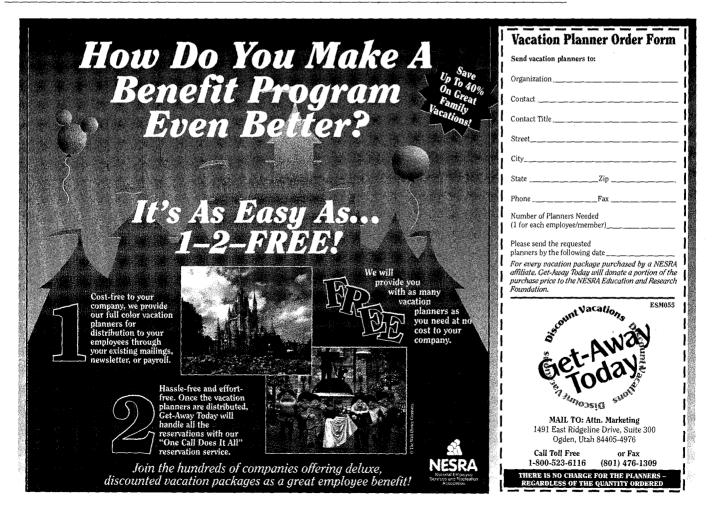
- If your employees are first-time campers, tell them to try renting a cabin, camping gear or even an RV for the first trip.
- If they have children, suggest they involve

them in day-to-day campsite chores and activities, such as cooking, marshmallow roasts, sing-a-longs, setting the picnic table, etc. Remind them to bring favorite outdoor toys, like frisbees, badminton, kites, balls, etc.

■ Help employees choose a campground based on their family's needs or tastes, or on what they want to do. Do they want to be near a theme park or attraction or relax in a tropical environment? Some campgrounds offer a national directory with 800-number listings and individual descriptions that can help you plan your trip in advance. Many states also have a campground association that will provide a free statewide campground directory or brochure.







Catalogs Increase Sales Without Risk

by John Blankinship

Catalogs as a stand-alone program are a low-cost option for offering an employee service—convenient buying. The catalog tells every employee this service is available to them. Used properly in conjunction with an employee store, the catalog will sell its products to many more employees than actually visit your store.

oday's catalog programs offer employee services providers a risk-free, zero-investment method of increasing sales and earnings. A catalog program can stand alone or it could complement the store. Yet a surprising number of managers don't know how to make a program work for them. The secret is never to just buy product. Why? This brief history of an old NESRA tradition will help:

That was then...

In the very beginning, NESRA was called the National Industrial Recreation Association (NIRA). Conglomerates were huge. Employee volunteers were plentiful, management, awash in profit, was benevolent. Discount catalog programs ruled.

There grew a strong tradition of shopping at work. Employees in companies all over America took advantage of the huge savings available through discount catalogs. Large corps of volunteers sold, packed and distributed everything from giftware to automobiles. That was then.

This is now...

Your staff was cut 50 percent. Workload doubled. Volunteers are few and precious. How

can you find time and manpower to do all of the sorting and packing involved in a catalog sale? The good news is, you don't have to.

Modern catalog programs have changed with the times. Smart catalogers serving the employee market have upgraded their programs to run with a minimum of effort, while providing a valuable new source of income.

All of the sorting and packing is now done by the catalog company before the order is shipped to you. Many companies will even ship directly to the department or individual, bypassing you as a distribution point altogether.

Profit potential can be considerable. It is not unusual for single sales events to run well over \$20,000. Naturally, many factors will influence the final outcome. Programs feature either a preset profit margin, or will let you set your own prices. Both have their advantages.

Catalogs Appeal To More Customers

Catalogs as a stand-alone program are a low-cost option for offering an employee service—convenient buying. The catalog tells every employee this service is available to them. Used properly in conjunction with an employee store, the catalog will sell its

products to many more employees than actually visit your store.

Catalogs are effective sales tools because they can be circulated to everyone in the office. You don't have to be there to make the sale. By distributing catalogs to every department at your location, the items available for sale are seen by more people than just those who come into the store. You ensure a level of participation in the sale you can never achieve for items displayed in the store.

Typically, it is a wasted opportunity to use a catalog only to purchase items for the store shelves. By looking for possibilities beyond the confines of the store, a manager can greatly enhance sales.

Advantages to the Store

The catalog should offer something unique or seasonal to your employees—items that would be cumbersome or difficult to stock. Its vendor also assumes all the risks. You buy only what has already been sold. There's no inventory, no lost shelf space, no waste.

Most of your effort will go into setting up the sale, distributing catalogs and keeping the orders organized. After that, your catalog vendor should be making life easier for you. The order should be returned to you packed by individual buyer and boxed for easy distribution—usually either alphabetically or by department. If appropriate, you may even arrange for direct delivery by individual, although this will sometimes increase your costs.

Packing and delivery by your vendor should be reasonably fast. If the vendor is well stocked, it should not take more than a week to pack and ship even the largest order.

Choosing a Catalog

Start by reviewing the catalog's product offering. Is it a unique selection that would be difficult or costly to carry on-site or in the store? Is it of a superior quality? Does it fill a seasonal niche, like Christmas, Easter, Mother's Day etc.? Does it offer a discount on a specialty product group the store doesn't carry, such as candy or electronics?

Look at the quality of the presentation the catalog makes. Are the graphics clear and pleasing? Is the printing and construction of the catalog itself of a higher quality? Is the text clear and does it accurately represent the nature and quality of the item pictured?

Go through the catalog's ordering system.

Again, is it clear? Is the order form easy to read and use? Will your employees understand the process? Make sure the catalog will not raise more questions than orders.

Finally, assess your own comfort level. Do you like the catalog? Do you feel good about offering it to your customers? Any catalog that passes the above requirements can work well.

Selecting a Supplier

Scrutinize the supplier as closely as you examine its catalog. A good supplier will view starting a catalog program with you as a joint venture. Ideally, all parties benefit—your employees get a terrific product and both the store and the supplier earn a profit.

The first thing the supplier should do is investigate how to tailor his/her program to fit into your system. Always build your sale around what will most simply and cheaply get the product to your people.

The supplier should offer:

- Clear, well-printed catalogs.
- Free publicity material.
- Excellent product quality.
- Ironclad references (Check Them!)
- Order packing to your specifications. Written quality guarantee.

Closely examine the supplier's guarantees and check references to be sure the supplier stands by his/her guarantees.

You want to avoid a situation like this: The CEO's executive assistant is calling the supplier. The Quacking Duck phone the CEO purchased through a catalog sale just croaked. "It is guaranteed, isn't it?" The supplier's response is, "Call the manufacturer."

A good supplier must stand by all his/her merchandise, regardless of whether s/he manufactured it. Replacement, exchange or refund should be immediate and unquestioned. The unwritten rule for the supplier is that you NEVER embarrass a buyer. Ask about this when you are checking those ironclad references—product satisfaction is the vendor's responsibility!

Running a Sale

Publicize, publicize, publicize! Post the first notice of an upcoming sale at least two weeks in advance. Use all available methods of communication: e-mail, cc mail, bulletin board notices, display in the store, articles in the company paper.

Circulate the catalogs thoroughly. Send at least two to each department. Attach a note

You buy only
what has
already been
sold. There's
no inventory,
no lost shelf
space, no

waste.

asking the employees to return their order to you and to pass the catalog to the next desk. Include lots of order forms and clear information on how to pay.

Limit the length of the sale. Two weeks is plenty of time, just be sure to include at least one payday.

Set a distribution date. Coordinate with your cataloger to be certain you will have delivery in time to get yourself comfortably set for distribution day. Always distribute as quickly as possible.

Conclusion

Your supplier should be very willing to 100 percent guarantee everything s/he sells and does—in writing. Don't accept anything less.

As a NESRA member, you have a wealth of resources in your Associate Members, both

local and national. Never assume you know what any of them are offering—catalog selections change constantly, often with pleasant surprises.

Get information from as many catalogers as you can. Think about what will enhance the product mix already offered in your store. Talk to the companies that look the most interesting. Can they meet your requirements? What do your NESRA peers say about them?

Then take the plunge and begin your catalog sales.

John Blankinship is vice president, sales for Kraft Packaging Company in Closter, New Jersey.

For More Information About Catalog Programs, Contact:

Here's a list of some NESRA National Associate Members who have catalog programs. When talking to your local associate members, ask them if they offer this service.

Auto Shade, Inc.

609 Science Drive Moorpark, CA 93021 (800) 346-9453 Contact: Karen Swenson

Offers travel accessories, sun protection items, automobile accessories, cellular phone accessories.

Century Products Co.

9600 Valley View Road Macedona, OH 44056-2096 (216) 468-2000 Contact: Carol Helminski

Offers juvenile products—car seats, swings, infant carriers, etc.

Employee Printing Services

P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-0312
Contact: Mary Millibradt

Wedding and social invitations and accessories and holiday greeting cards.

Federal Printing Co.

270 Farmington Ave., Suite 305 Farmington, CT 06032-1909 (800) 733-6127 Contact: Leon Davidoff

Wedding invitations, social stationery and holiday cards

Henry Rosenfeld Luggage

Div. of Badanco Enterprises, Inc 80 Seaview Drive Secaucus, NJ 070904 (201) 348-8900 Contact: Ms. Vinnie Cerritelli

Luggage and luggage related products.

J.R. Specialties, Inc.

6530 W. Glendale Ave. Glendale, AZ 85301 (800) 94-LOGOS (945-6467) (602) 939-5520 Contact: J.R. Boren

Wearables, clocks, keychains, coffee mugs pens, pocket knives and other premium products.

Kraft Packaging Company

92 Ruckman Road Closter, NJ 07624 (800) 666-9727 (201) 768-0498 Contact: John Blankinship

Giftwraps and holiday Item. Holiday and all-occasion catalogs.

Motion Graphics, Inc.

725 Second Ave. N. Minnepolis, MN 55405 (800) 545-8040 (612) 374-3818 Contact: Mark Donnay

Open and limited edition graphics, greeting cards and framed wall decor.

Oneida Silversmiths

Kenwood Station Oneida, NY 13421 (315) 361-3343 Contact: Bob Bohrer

Tableware, crystal items, silverplate items, giftsets, child and baby tableware in a four-page brochure.

Print, U.S.A.

P.O. Box 2009 Hazleton, PA 18201-0675 (800) 538-1585 Contact: Mark Bender

Wedding invitations and announcements, social invitations, personal stationery accessories and holiday greeting cards.

See's Candies

Quantity Order Department P.O. Box 3235 Culver City, CA 90231-3235 (800) 877-7337 Contact: Carolyn Matazara

Boxed chocolates and candies,

Health promotion

Fitness Class Combines Aerobics with Self Defense

by Ronald D. Boykin

Do you know an employee who has been a victim of a violent crime? Have you or

family members been a victim?

wareness of increased crime in our streets and our communities affects our daily lives. Americans exposed to violence via the nightly news, movies, or television fear crime and/or suffer anxiety over crime. They no longer believe crime happens to someone else or someplace else. According to the U.S. Bureau of Justice, almost 11 million people are victims of violent crime. Statistically a violent crime occurs every 22 seconds in the U.S. Without protection against personal violence and injury individuals realize their vulnerability. Many workers risk encounters of violence while commuting to or from their workplace. A 10 year study of rape in the U.S. reports 66 percent of rape attacks occurred between 6 p.m. and 6 a.m.

Employees seek to relieve the stress caused by the reality of a violent world. Unmanaged stress in our lives "has physical and emotional effects on us" says licensed psychologist Jeanine Wade, Ph.D. "As a negative influence," she tells us, "it can lead to health problems such as headaches, upset stomach, insomnia, high blood pressure, heart disease and stroke." To counter high anxiety and stress caused by a changing world, individuals need help in regaining control and power against violent crime.

The National Crime Victim Survey says 72 percent of all victims believe when self-protection was used it helped the crime situation. Self-protection takes various forms including street-wise self-defense attitudes and techniques. Instructors acknowledge physical

fitness is a key to successful maneuvers. Many employees already utilize their corporate fitness centers to achieve their goals of physical fitness. To combine aerobic fitness with self-protection techniques allows the individual increased personal security.

Corporate fitness centers can offer instruction in a valuable program for all employees that gives the individual control and self-confidence on the street. The Safe & FitTM program developed in 1994 when the National Self Defense Association (NSDA) was founded, is a program of self-defense and aerobics combined. This is not karate and aerobics. But it is a program that addresses gun, knife, grabbing, and striking attacks. Fitness clubs in the Washington D.C. and Hartford, CT areas offer Safe & FitTM on beginner levels at this time and soon will offer intermediate, and advanced levels. Certified instructors who complete 24 hours of intense instruction teach students how to effectively use their 10 natural weapons.

Individuals who are street smart know the basic vulnerable parts of the human body and develop a natural reaction through muscle memory training. Safety for the individual on the street depends on physical fitness. Those who maintain cardiovascular, strength, and flexibility fitness maintain an advantage over violent crime.

Students in Safe & Fit TM classes receive 15-20 minutes working with a partner in simulated attack and defense. The classes also include a 5-7 minute general warm-up including full body joint rotations and static

▼
Consider
implementing
a class like
this one into
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HEALTH PROMOTION

stretching with 10 minutes of aerobic warm-up including striking techniques, knee raisers and jumping jacks. The step aerobic portions (20-30 minutes) increases the heart rate and intensifies the workout with an emphasis on speed and power. The cool down segment includes hand techniques, abdomen and strength work and final stretch.

Fitness clubs can incorporate this into their existing aerobics program. An Intro To Safe & FitTM helps the beginner correctly learn and understand the techniques used aerobically. The easy-to-learn techniques can make students quite effective on the street. Employees receive a double benefit in a single class: an aerobic workout and self-protection techniques.

NSDA also offers extensive workshops that are strictly street defense. In addition, wheelchair and scooter programs teach people with disabilities self-protection maneuvers. The Washington Post recognizes "questions of self-protection are arising for people with disabilities as they become more integrated into society's mainstream. . . " Employers implementing a course that combines self-defense and aerobics into their fitness centers recognize the vulnerability of all workers to violent crime.

Finally, the overall benefit of offering streetwise self-defense in the corporate fitness center is empowerment to the employees as they take control and responsibility over their own lives against crime.

Ronald D. Boykin is president and founder of the National Self Defense Association (NSDA) in Sterling, Virginia. Boykin will be a guest speaker at NESRA of Wahsington D.C. on September 20, 1995 in Leesburg, Virginia.

Buyer's guide update

Here's a listing of new associate members. Use the Buyer's Guide Update as an appendix to your 1995 Buyer's Guide and Services Directory so you will have a current listing throughout the year. Updates are listed monthly.

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1855 S. Harbor Blvd. Anaheim, CA 92802 (714) 750-1811 (714) 971-3626 FAX Contact: Don Cooke Anaheim Inn At The Park is a full-service hotel featuring 500 rooms located one block from Disneyland. Complimentary shuttle service provided. Fine dining available at our Overland Stage Restaurant. Spacious swimming pool for a relaxing ambiance. Numerous banquet facilities.

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- Best Western Buena Vista Suites (hotels) new listing: Buena Vista Suites/Caribe Royale Resort, Lake Buena Vista, FL 32830, contact: Elaine Bost (407) 239-8588
- Krementz & Co. (merchandise) new contact: Margie Rodriguez
- Sony/Loews Theatres (family) new name:
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Solutions in ES&R

Understanding Complainers

by Olivia Perez

To better
deal with
them, let's
look at why
people
complain and
how we can
create a
positive
situation
from a
negative one.

omplaint: To say that one is dissatisfied, to protest that something is wrong. To state that one is suffering is the meaning of a complaint. (Oxford American Dictionary).

As we deliver employee services, we encounter complainers from time to time. To better deal with them, let's look at why people complain and how we can create a positive situation from a negative one. Complaints are usually the result of negative thinking, stress or emotions caused by disagreeable experiences of any kind-inconveniences, disappointment, trouble, embarrassment, delays, loss, and unexpected efforts. These elements can precipitate negative feelings. People experience negative emotions and react to them verbally by complaining to anyone who will listen because they lack the understanding and skills needed to deal effectively with the situation, consequently they feel helpless.

Some of the popular payoffs people receive from indulging in complaining include attention, sympathy, avoidance, excuses, protection, acceptance, approval, deception, control and a false sense of strength, security, closeness and accomplishments. They use complaining to get their way and gain control. They know if they complain enough, most people will try to satisfy their needs or wants and they have won control. Other subsequent benefits are avoiding responsibility, not having to risk, appearing to be right, self-justification and attempting to prove worthiness.

There are different types of complainers. Some people are extremely good at knowing not only what's wrong about a situation but also who to tell about it and how. These people are called "the effective complainers." Their complaints often result in some measurable improvement. Others are just complainers. They inadvertently moan, groan

and complain to anyone who will listen. Remember, if one is looking for things to complain about, they will always find them and will also find the consequence of negative thinking as well.

Addressing a Complainer

In learning to deal with a complainer we have to develop our communication skills. We must be willing to develop a rapport with this person. Be willing to listen to their negative thoughts, determine their needs and how we can help them. We have to see, hear and feel what they are saying to us. Attempt to communicate with them as honestly as possible, don't agree with them just for the sake of it. We must acquire the skill to judge the motivation of others and to influence their behavior in a positive way. Help them visualize what's making them unsatisfied. Encourage them to assume more open-minded attitudes toward new ideas, try to convince and persuade them to create solutions in a positive way. Respond with positive thoughts. It will yield positive results, negative responses bring out more negative results.

Whenever we want someone to think along with us, our best strategy is to inspire them to think for themselves, to make an effort to solve their own problems and to qualify themselves to be more effective as a person or to function more skillfully in a positive way. In order to succeed in bringing about a change in another's negative thoughts or feelings, we must first bring about some change in the person's beliefs or understanding. We can challenge them to find a win-win solution to their problem. We must always keep our thoughts and emotions on a positive note, thus setting an example that can be emulated even by the chronic complainer.

Ultimately, a chronic complainer can be empowered (turned around) into an effective problem-solver that seeks a win/win approach to negotiate resolution to their dissatisfaction and complaints.

Olivia Perez is program assistant for N.C.L.R. (National Council of La Raza) in Phoenix, AZ.



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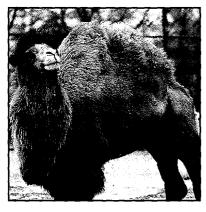
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CONTENTS

Volume 38, Number 8 October 1995



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Features

6 Budgeting For Associations

By Richard Flint, C.S.P.

Budgeting doesn't have to be a dreaded chore. Discover how to make it a smooth process.

By Ed McMillan, C.P.A.

- Sou Can't Feed Them If You Don't Know Them Did you know you have sponges, spectators and camels at your workplace? This article is fun to read and it will teach you more about employees and how to manage them.
- 16 Conveniences & Amenities For Employees
 You'll find comparisons of offerings from small to large
 companies, urban to rural organizations and organizations by
 type. It will also tell you whether or not executives are offered
 special services.

Departments

- **3** Buyer's Guide Update
- 4 News in Brief

Climbing Up the Career Ladder . . . Consumers See New Gadgets . . . Millions of Travelers Want Special Services . . . Hiring Married Couples . . . Trading Tractor Cards . . . Americans Are Getting Fatter . . . The Microwave Is Declining . . . Individualism Makes Comeback

- **48** Health Promotion "Get the Fat Out" Seminars
- Customer Service:
 The Little Things Can
 Make A Big Difference
 By Bob Higgins

By Traci Jones, CESRA

36 ES&R Solutions
Flu Shots May Reduce
Sick Days By Michelle Nagel

23 Case Study: Management Cites Benefits of Employee Recreation Services at UNC Hospitals

Looking at how UNC Hospitals' management perceives services offered to employees and reading what these managers see for the future can help you gain insight and ammunition to present at your company.

By Chris A. Wilsman, CESRA

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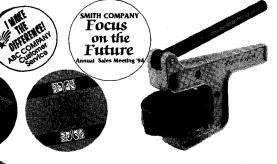
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NEWS

IN BRIEF

Climbing Up The Career Ladder

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To get ahead employees will have to anticipate where they can add value to their companies and take charge of their own career moves. They will need skills that are transferable across many different organizations, specialized knowledge, clarity about personal goals and a vision of what they aspire to become.



To better manage your career today, pick a company where you can build a broad range of skills to take charge of your career. Look for your company's tough problems and make yourself part of the solution, learn to work in a team, build a network of contacts, and keep your eyes open for opportunities elsewhere.

Consumers See New Gadgets

here are several new gadgets coming onto the market that consumers will be facing when making purchases, reports U.S. News & World Report. Customers may be signing their names on a special device when they check out, so retailers can store digitized versions of customer receipts, including the signature. Some customers may use a special pen to sign a paper receipt, which becomes the cardholder copy, on top of a pressure-sensitive pad that captures the signature, stores it and displays it on the check-out terminal screen.

At a restaurant, a customer could be given a small box at the end of the meal. Following instructions on the screen, the tab is verified, payment type is selected: credit card or ATM card, and the card is inserted into a slot. The customer then enters the tip, and the transaction's end starts a blinking light. The waiter comes over to remove the device, and a receipt is given.

Customers will have their picture taken when they are issued a new credit card. Whenever a purchase is made, their photos will appear on the computer, allowing credit card fraud to be prevented. It can't prevent true name fraud in which a criminal fills out an application using somebody else's name and vital statistics.

Stored value cards or electronic purses are purchased in various denominations and used until their value is depleted. A credit card company has a card that is purchased instead of traveler's checks and are purchased at participating banks. By inserting the card in to a specific ATM, customers can get cash in the currency of the respective country.

v Millions of Travelers Want Special Services

F ifty million U.S. adult travelers plan to travel with their kids on vacation and nearly half are interested in special services and programs for their families while on vacation, according to the Travel Industry Association of America (TIA).

Among the 50 million adults taking their kids on vacation, nearly half said they would be very or somewhat likely to take advantage of special children's meals or menus (48 percent), special entertainment such as video games and arcades (46 percent), and special children's discounts on hotels or sleeping accommodations (46 percent). About a quarter plan to use supervised activities at a hotel, resort, campground or park (28 percent) and children's discounts on airfares (24 percent).

Smaller percentages intend to use family travel clubs or resorts (17 percent), babysitting at a hotel, resort, campground or park (10 percent) and family cruises (6 percent).

▼ Hiring Married Couples

Parish early two-thirds, 65 percent, of managers in a recent national survey said they are opposed to married couples working in the same office. The survey, by OfficeTeam, polled 150 human resources and other managers from the nation's 1,000 largest companies.

Respondents were asked: "Do you favor or oppose married couples working in the same office?" Their responses were: oppose, 65 percent; favor, 17 percent; and makes no difference, 17 percent.

Managers may stay away from hiring married couples out of concern that the pair will bring personal matters to work. The downside of this practice is that managers could be rejecting qualified candidates and foregoing the benefits of spouses working in the same office. The couple

may increase each other's productivity and commitment to the job.

Trading Tractor Cards

Trading cards of the 90s can be hologrammed or drenched in nostalgia, reports Advertising Age.
These cards don't even have bubble gum inside. Among the more unusual cards are Sears Craftsman tools, Winnebago recreational vehicles, John Deere and Caterpillar tractors, Goodyear Tire's Ageless Iron antique tractors and Milk-Bone dog biscuits.

The trading card industry grew to a \$2 billion business in 1993, according to SkyBox International, of Durham, NC, a card manufacturer. Baseball cards accounted for half of all trading card sales.

Americans Are Getting Fatter

mericans see being healthy as too painful, reports USA Today. They are getting fatter, drinking more and driving too fast. Sixty-eight percent of adults exceed recommended weights for their age; 39 percent are at least 10 percent over weight. Only 37 percent exercise strenuously at least 20 minutes three days a week; 78 percent say they get some regular exercise.

Sixty percent drink alcoholic beverages versus 56 percent last year. Thirtyone percent use tobacco products; 26 percent smoke cigarettes. Sixty-four percent feel a great deal of stress at least once a week.

Even though 73 percent always fasten their safety belts, only 44 percent always obey the speed limit laws.

The Microwave is Declining

According to *The* Futurist, microwave cooking is on its way out and most microwaveable foods are expected to disappear by the century's end. In 1990, there were 959 new microwave food products introduced, or

nearly 10 percent of all new product introductions. By 1993, the figure dropped to less than 3 percent. Expected to disappear totally over the next couple of years are microwaveable frozen entrees and vegetables.

Factors such as lack of flavor and inconsistent performance with microwave ovens have contributed to the downfall of microwave foods. Cooking from scratch or speed scratch is making a comeback. This is because attitudes towards cooking are changing—it is being seen as less of a drudge.

Individualism Makes Comeback









The core reason for the upheaval in American society lies in the maturation of the baby-boom generation, reports American Demographics. At the root of these differences is a strong sense of individualism instilled in baby boomers by their parents. Part of the reason is that parents taught their children to think for themselves.

Sociologists define individualism as the tendency to withdraw from social institutions and groups, including

families, local communities, political parties, churches, and the nation. Individualists put their personal needs ahead of community needs.

Americans need an individualistic perspective to succeed in today's competitive economy. Those who sit back and wait for something to happen will end up on the sidelines. Only those who actively pursue their own interests can hope to achieve prosperity.

Budgeting For Associations

by Ed McMillan, CPA

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Is your association's budget an annual exercise in drudgery? It doesn't have to be that way if you follow a few commonsense budgeting tips.

o you spend countless hours preparing a budget knowing this time should have been spent on more productive activities?

Do you feel as if you are being controlled by your association rather than controlling it due to an obsolete budgeting system?

Despite your best efforts, when completed, is your new budget usually a mere restatement of the prior year's actual activity adjusted for inflation and other factors and divided by 12?

It doesn't have to be that way if you follow a few commonsense budgeting tips.

Understandable Financial Statements

Your financial statements should be constructed to provide management what it needs to effectively control the association. The statements should compare actual versus budget data for both the current year and the year-to-date. They should be understandable to non-accounting management and easy to interpret. In addition, the statements should be streamlined, relatively brief and not bogged down with unnecessary detail that will frustrate the reader.

An understandable income statement may

Table A Income Statement

Consolidated Statement of Activity
For the Two-Month Period Ended February 28, 19X0

	Year-To-Date								
Prior Year <u>Actual</u>	Current Year <u>Budget</u>	Current Year <u>Actual</u>	<u>Variance</u>		Prior Year <u>Actual</u>	Current Year <u>Budget</u>	Current Year <u>Actual</u>	<u>Variance</u>	Total Current Year <u>Budget</u>
				Revenues					
\$17,105	\$17,500	\$18,050	\$ 550	Dues	\$34,107	\$35,400	\$36,398	\$998	\$210,000
2,704	3,000	3,360	360	Publication Sales	6,304	6,500	6,920	420	40,000
(752)	(800)	(840)	(40)	Less Cost of Goods Sold	(1,603)	(1,700)	(1,760)	(60)	(11,000)
8,512	8,600	8,480	(120)	Advertising	16,050	17,000	17,250	250	100,000
928	1,000	1,141	141	Interest Conference:	2,201	2,300	2,324	24	14,000
8,842	9,000	8,888	(112)	Registrations	18,750	19,000	18,780	(220)	110,000
2,500	2,600	2,700	100	Exhibits	5,400	5,500	5,700	200	30,000
3,850	3,900	3,903	3	All Other Revenues	7,100	7,200	7,240	<u>40</u>	44,000
\$43,689	\$44,800	\$45,682	\$882	Total Revenues	\$88,309	\$91,200	\$92,852	\$1,652	\$537,000
				Expenses					
£17.500	\$18,000	\$18,290	(\$290)	Controllable Expenses: Salaries	\$35,508	\$36,000	\$36,580	(\$580)	\$215,000
\$17,500	•		• •		1,902	1,950	2,001	(51)	11,000
941	1,000	1,043	(43) 336	Travel	1,902	1,930	11,765	235	70,000
6,404	7,000	6,664		Printing	1,817	1,300	1,403	(103)	8,000
505	550	509	41	Postage	•	•	•	• /	
377	400	392	8	Supplies	672	700	704	(4)	4,200
276	300	303	(3)	Telephone	606	650	659	(9)	4,000
320	400	340	60	Independent Contractors	745	780	690	90	4,700
<u>159</u>	<u>175</u>	<u>166</u>	9	Miscellaneous Expenses	177	200	203	(3)	1,200
\$26,482	\$27,825	\$27,707	\$118	Sub-Total	\$52,668	\$53,580	\$54,005	(\$425)	\$318,100

		<u>Year-To-Date</u> Total							
Prior Year	Current Year	Current Year			Prior Year	Current Year	Current Year		Current Year
Actual	Budget	<u>Actual</u>	Variance		Actual	Budget	Actual	<u>Variance</u>	Budget
				Semi-Controllable Expenses:					
\$1,818	\$1,900	\$1.995	(\$95)	Fringe Benefits	\$3,103	\$3,200	\$3,949	(\$749)	\$19,000
1,606	1,658	1,734	(7)	Payroll Taxes	2,804	3,000	3,420	(420)	17,000
501	525	505	20	Utilities	851	900	848	52	5,500
200	225	225	0	Insurance	400	450	<u>450</u>	Q	2,500
\$4,125	\$4,308	\$4,459	(\$151)	Sub-Total	\$7,158	\$7,550	\$8,667	(\$1,117)	\$44,000
	,	,			,				
				Fixed Expenses:					
\$2,800	\$3,000	\$3,000	\$0	Rent	\$5,600	\$6,000	\$6,000	\$0	\$36,000
390	401	401	0	Interest	780	802	802	0	4,812
252	252	252	0	Lease Contracts	504	504	504	0	3,024
104	104	104	0	Maintenance Contracts	208	208	208	0	1,248
498	545	545	0	Depreciation	996	1,090	1,090	0	6,540
<u>153</u>	153	153	<u>o</u>	Amortization	<u>206</u>	<u>306</u>	<u>306</u>	<u>0</u>	1,224
\$4,197	\$4,455	\$4,455	\$0	Sub-Total	\$8,294	\$8,910	\$8,910	\$0	\$52,848
\$34,804	\$36,588	\$36,621	(\$33)	Total Expenses	\$68,120	\$70,040	\$71,582	(\$1,542)	\$414,948
<u>\$8,885</u>	\$8,212	\$9,061	\$849	Increase in Unrestricted Net Assets	\$20,189	\$21,160	\$21,2 <u>70</u>	\$110	\$122 <u>,05</u> 2

appear as shown in Table A. I think you will agree that this is a very clear income statement and provides management a good snapshot as to where the association is. An understandable income statement is the cornerstone for an effective budget.

Timely Financial Statements

Internal financial statements should be prepared and distributed on a monthly basis and within 10 working days after the close of the prior month. When statements are prepared other than monthly and it takes longer than 10 days to distribute them, management cannot take proactive, well thought-out action to correct problems. Rather, decisions will be based on old data, problems may worsen and valuable time that could have been used to correct the problem will be lost.

Accurate Data

This tip is obvious, but unless the data you are basing your budget on is accurate and verified by an independent CPA, your budget may be an exercise in futility.

Easy-To-Complete Forms

Don't frustrate your managers by making the budget overly complex and cumbersome. Make them responsible for budgeting only items under their control and design the forms so that they are easy to complete.

Continuous Budgeting System

This system begins with the distribution of monthly financial statements. These monthly statements should be prepared and distributed to the chief staff executive and managers within 10 working days after the close of the prior month. Proper timing of these monthly financial statements is essential if management wants to be in a proactive rather than reactive position to correct budgetary problems. The sooner management recognizes that problems exist, the faster corrective plans of action can be implemented.

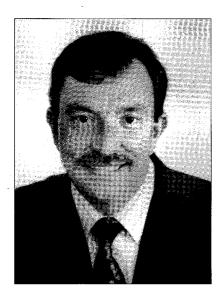
Once managers receive the monthly financial statements, they have two responsibilities:

- They must analyze and detail the revenue and controllable expenses credited and charged to their departments in the current month while that information is fresh in their minds and readily available.
- They must report on what went right and what went wrong for the prior month and what they could have done differently if they had been able. Once these tasks have been completed, managers will budget for the same revenue and expense items that they have just analyzed for the same month of the next year.

This continuous, or rolling, approach to budgeting has two advantages over other budgeting systems:

■ It breaks down time-consuming annual budgeting processes into 12 easily manageable budget increments.

SKILL SHARPENERS



Ed McMillan, CPA

■ It results in a remarkably accurate and detailed budget.

It is important for the chief staff executive to schedule a monthly budget meeting. At this meeting, managers will report on the actual versus budget detail for the prior month and submit the preliminary budgets for the same month next year for consideration by higher management.

The chief staff executive will review and adjust the preliminary monthly budgets submitted by management. Managers then will submit these budgets to the budget coordinator, who updates

the master budget. When the time comes for the annual budget to be prepared, the work is virtually complete, because it has been done in 12 manageable monthly increments. Only fine-tuning will be necessary to complete the annual budget documents.

The key to the success of this system is the competence of the budget coordinator. This person will typically be responsible for the more technical aspects of the budget, such as accurate depreciation calculations, cash flow projections, inventory valuations and any other budget responsibility that has not been assigned to other managers.

manage, requires much less staff time, assures true fiscal accountability, predicts cash flow and results in a far more accurate budget then traditional budgeting approaches.

This system is easy to implement, easy to

An Expense Reduction Plan

Financial and budget problems are inevitable, even in the most stable associations. Despite this inevitability, few associations have formal plans about what action they will take when faced with financial problems. If a not-for-profit association has no formal plan of action to offset negative budget variances, management will implement hasty decisions that may cause problems.

The easiest way to implement a plan of action to offset negative budget variances is to have managers complete an expense reduction plan in conjunction with their monthly budget responsibilities. Unfavorable budget variances should be addressed by a plan that will reduce expenses rather than rely on an unpredictable increase in revenues.

A Complete Budget Package

Often, associations only think of the operating budget when preparing a budget. A thoroughly prepared budget should include the following:

- An operating budget
- A capital purchases budget
- A cash flow budget
- An inventory acquisition budget
- A revenue and expense trend analysis

Summary

A budget is a very effective and necessary management tool when prepared properly. If you consider the tips presented, your budgeting system will be far less cumbersome and your ability to manage the budget should improve significantly.

Ed McMillan, CPA, is a nationally recognized speaker and author on not-for-profit financial management. He has authored three books published by the American Society of Association Executives: Model Accounting and Financial Policies and Procedures for Not-for-Profit Organizations, Budgeting and Financial Management Handbook for Not-for-Profit Organizations and Essential Financial Considerations for Not-for-Profit Organizations. McMillan can be reached at (301) 627-2733.

Next month's issue of ESM will feature . . .

NESRA's 1996 Buyer's Guide & Services Directory

Use this directory to

- purchase supplies for your programs
- find new employee discount programs
- locate contractors for professional services
- call associate members who have the expertise you're looking for

You Can't Feed Them If You Don't Know Them

by Richard Flint, CSP

Every day they show up. They walk through the door and take their places. They are there to do a job. Who are they? They are the organization. They are the work force. They are the strength and the weakness. They are the joy and frustration. They are the people to whom the job of accomplishment has been given.

Yet, who are they? They are much more than simply a work force. They are much more than employees.

The answer to the question "Who are they?" is a matter management must not only answer, but also understand, if we expect the organization to grow and become more productive. Every day as I travel and work with organizations, I notice that most management people have the tendency to treat all employees the same. This has become a major weakness, retarding company growth. Not all employees are the same. Each is different, and requires individual understanding. Here is the

philosophy: YOU CAN'T FEED THEM IF YOU DON'T KNOW THEM.

Every person who comes to work each day comes as two things. Each comes as a person and as a personality. The person is what you see; the personality is what management has to work with each day. The person is what one responds to; the personality is what created the response. The person is constant; the personality is in constant flux.

Each day the person comes to work, bringing along a unique personality. Each day management responds to the person because of the personality we have experienced. When we as management become responsible, we forfeit the position of management. We must understand that one of

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1. Sponges
2. Spectators
3. Camels"

our primary roles is the development of the people we manage; this is accomplished through the care and feeding of each unique personality. If each person in the organization is treated the same, the end result will be frustration for all.

In working with over 1,600 groups over the past six years, I have come to realize that you can take all those who make up an organization and divide

them into three distinct groups:

- 1. Sponges
- 2. Spectators
- 3. Camels

Each of these groups is composed of people whose personalities are very definable. When management is able to understand the unique personality of each group, the job of feeding and nourishing becomes so much easier. When management treats all groups the same, those who do not fit that particular method become rebellious. It must be understood that before management can achieve productivity, we must first develop people understanding. People become productive when they are given understanding. I have found that the number one thing people want to know is...that they matter.

One thing that makes people feel they matter is when their management works to understand them. Understanding takes a personal commitment of energy. Understanding takes patience and time. Understanding comes when you work with the personality that defines the person.

Understand the unique personality of each Sponge, Spectator and Camel and watch how the organization takes on not only a different attitude, but a different atmosphere. Understand the importance of each group to the organization and you will see how the role of management takes on a new and creative meaning.

Sponges

The sponges are the first group to understand. These are the new people and they are both refreshing and exciting. They do not know enough not to be excited. Each day when they come to work they come filled with enthusiasm.

Mentally, they want to learn. They will ask every question that has been asked, plus four more. They want to do. Their eagerness is their strength and their weakness. Their eagerness can be a weakness when it comes to being patient. They do not want to wait until tomorrow; they want everything right now.

Their eagerness is one of the things that management must help them control. When their eagerness is not controlled, it becomes frustration. If they are taught the value of timelearning, their eagerness can be turned into a growth factor. It is here that management has the opportunity to teach the sponge the value of consistent energy, consistent

action, consistent thought. It is important that Sponges understand that it is not how fast they run the race, but how consistent they are. Eagerness, not tempered with control and understanding, can soon create frustration that results in a nonproductive person.

We want the excitement in the Sponge. We want the eagerness in this new person. We want to harness that energy and give it longevity. How many times have you seen the young Sponge, filled with energy and excitement, come into an organization only to lose those qualities before they have a chance to develop into the positive factors they could be? Management can many times be the young Sponge's enemy if we do not know how to teach the Sponges to control their energy, rather than let it run away with them.

Here is another thought concerning the Sponges within the organization. The excitement within any organization is in direct proportion to the number of new Sponges the group has. Watch this and see how true it is. Take the Sponges out of an organization and it becomes boring. They really do create the excitement. They really can make a difference in the electricity within a group.

Sponges are a joy and a frustration to management. They are a source of joy because they listen to management. Do you know how management longs for someone to listen to us? Ask most management people and we will tell you that most of the time we feel our words fall on deaf ears.

"Mentally,
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and their
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Most of the time we feel as if we are talking to ourselves. Then there is the Sponge: Ears that are eager to hear; ears that are searching for words of wisdom. They see management as a source of wisdom. They come, they ask; they come back and ask again; they come back again and ask another time. They want to learn.

But that desire to learn can also become frustrating to management. You see, these young Sponges take patience. They take a cool spirit. They take a management personality that is committed to Sponge development. I would suggest to you that, in the world of management, that is a rare personality. When management does not have time for the Sponge, or when management is not mature enough to teach the Sponge controlled eagerness, the Sponge will seek its nourishment from othersand many times these others are waiting for the opportunity to devour this new creature.

Here is the philosophy that management must not forget: Organizations must be careful who they let squeeze the Sponges. Some know how to squeeze the Sponge so as to make room for more energy. This is a squeezing that is done with gentle care. These caring people want to make sure the Sponge does not have all the energy squeezed out of it, leaving it with no resources to draw from tomorrow.

But there is another group, and organizations need to be aware of these people. They too want to squeeze the young Sponges; they want to get their hands on them and squeeze until all the energy is drained out of them.

Learn this lesson: Sponges are the life blood of an organization's tomorrow. They are today's possibility for tomorrow's accomplishments. If they are not squeezed correctly they can become tomorrow's frustration. If they are not nourished correctly, they can become only what might have been. In most organizations Sponges make up from 5-10 percent of the staff. They are a vital part of the future.

Speciators

Those in the next group are what I call the Spectators. These are management's biggest frustration. Spectators are the people who come to work each day, not to work but to watch. You can always tell them because they are carrying little brown bags. You think they are sack lunches, but-no-they are binoculars. They spend their day and energy watching and giving advice. You do not even have to ask for it. They will volunteer it. Spectators spend their time criticizing management, the company, other employees, clients, etc. They will find something wrong with everyone and anyone who is not like themselves. The office is their playground. They will go from desk to desk to see if Johnny can come out and play.

Spectators are dangerous to an organization. They make up the largest internal destructive force an office can have. For years I have "Spectators are dangerous to an organization. They make up the largest internal destructive force an office can have For years I have tried to understand why management tolerates

Spectators."

tried to understand why management tolerates Spectators. Why would an organization tolerate people who are not part of the team, who talk about everything they can find wrong with the company, who do not carry their part of the load; who openly work to create disharmony and division? I wish someone would explain why management tolerates these people. My philosophy concerning Spectators has always been: YOU DO NOT TOLERATE—YOU TERMINATE.

What management fails to understand is that when we tolerate Spectators and give them the freedom to do their thing, they become management. I have seen this over and over again. Most Spectators manage management. Spectators do not respect a management that allows them to "do their thing." How many times have you seen management pretend that something is not happening? How many

times have you heard management tell the Spectator, "You do that again and you are history!" only to have the Spectator test management by doing the same thing again and again? Do you know what? They are still there "doing their thing." This lack of respect for management can be seen in the Spectator's work habits, their conversations with other workers and the attitude they bring to the workplace each day.

When Spectators realize that they have the upper hand, they are out of control. They will do anything and everything they want without any fear of action by management. Do you realize how dangerous that is? Let's look at a couple of examples.

Spectators do not like Sponges. Have you ever seen an old Spectator bent on destroying the enthusiasm of a new Sponge? Remember what I said earlier about the Sponge: Organizations must be careful who they let squeeze the Sponges. There are those who are just waiting for the opportunity to squeeze the life out of them—Spectators are the ones.

Understand this: Spectators are jealous of the young Sponges. Spectators are envious of the Sponges. They see the Sponge as their enemy. The enthusiasm of the young Sponge makes them look bad. They will work to destroy the eagerness of the Sponge. They work to plant seeds of doubt. They will work to destroy positive work habits. Their greatest feeling of accomplishment comes when they take that young Sponge and turn it into another Spectator.

A management team that does not understand this is a self-destructive force. A management personality who allows this to happen is not better than the Spectators who are doing it. Do you know the number of management people who deny that this happens? If they were to admit it, they would have to do something about the situation. It is almost as if management fears a confrontation with the Spectators. If that is true, then who, in reality, is management?

One other thought concerning Spectators. They do not like Camels. Camels are also their enemies. As you will discover in a few minutes, Camels are strength. Spectators see anyone who has confidence as their enemy. Spectators operate out of a lack of confidence that is frequently hidden by their actions. The nature of the insecure animal

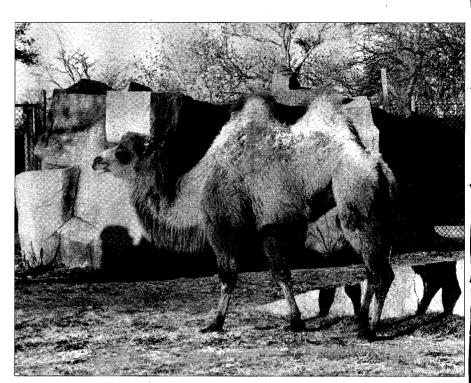
is to appear strong until it is challenged by one who has real strength. Then what does it do? It backs off. because it knows it is no match. Camels see Spectators for what they are and Spectators do not like that.

Spectators must not be tolerated: they must be

terminated. If management really wants to shake up the organization, we should fire two Spectators. If management wants to show who is really in control, we should walk in and fire two Spectators on the spot. Organizations cannot grow to their full potential when those given the responsibility to get the job done are Spectators. In the average organization, Spectators make up seventy-five to eighty percent of the work force.

Camels

Camels make up the final division of the organization. Camels are a delight and in another sense a frustration to management. Camels are action-oriented people. They are the backbone of the organization. They are the real strength for the total group. Camels have three characteristics that separate them from Sponges and Spectators.



Bactrian Camel photo provided by Chicago Zoological Society, the Brookfield Zoo, Brookfield, IL. Photo by Mike Greer.

First, Camels are known for their endurance. That is why they are used in the desert. Their endurance is their real strength. Their endurance is a consistent endurance, but when things go wrong their endurance becomes inconsistent, lacking energy, thought and action. The Camel has the endurance no matter what is happening. It is persistent and consistent.

Camels can drink up to 15 gallons of water at one time. They have the unique ability not only to store their nourishment, but also to use it sparingly. Camels do not have to be fed every day. They can go a long way without being nourished. That is what separates them from the Sponges, whose nutritional needs are on a daily basis.

What a joy the Camel can be to management! They don't have to be fed every day. Their endurance frees management from daily maintenance. Most management personalities do not know what to do when they are around employees who are not there to take from them.

This leads us to another characteristic of the Camel. Even though the Camel is an enduring animal, it still requires nourishment. They tell us that when the hump on a Camel's back is gone, the Camel has been dry for several months.

I have spent a lot of time over the last two years working with the Camels within corporate America. I have learned many things about these unique people. One thing that has jumped out in almost every situation is that the majority of management people do not know how—or what—to feed the Camels. Their attitude seems to demand that they just be left alone. They are seen by management as selfsufficient. Little does

management know that this is the farthest thing from the truth. The Camel's diet is very specific, as is the Sponge's. If management does not understand this, we will destroy the Camels and the Sponges and only the Spectators will remain.

Let me share a reality: this is exactly what is happening. Corporate America must open their eyes and see what is going on within the walls of their companies. Those who are leaving organizations are not the Sponges and not the Spectators; they are the Camels.

This brings us to the third characteristic of Camels, A Camel is an ill-mannered animal. When a Camel is mad or upset, it will spit. How many times have you heard about a Camel walking into management's office, spitting, and leaving? Management sits and wonders what is wrong with the Camel. Camels are patient and enduring, but they also have a breaking point. They will take a lot, but when they have had all they want to handle, they will spit and leave.

Here is an interesting fact about Camels: Most Camels who have left an organization have not wanted to leave. They have tried every way possible to stay, but have finally reached a point where they cannot handle anymore. Here are some of the most common reasons for leaving that I have heard from Camels.

They will leave if they have lost respect for management. Camels do not respect weakness. This is the reason they do not like Spectators. They know they are weak, lazy and destructive by nature. When Camels see management allowing Spectators to get away with things, they lose respect for us. When the respect is gone, they cannot look to us for any kind of leadership or nourishment. Then they begin to look elsewhere for these things that are very important to a Camel.

They will leave if they feel they don't matter to the organization anymore. Most

management people do not understand what it takes to motivate a Camel. Camels are not motivated by money. They can go anywhere and make money. They are not motivated by plaques and awards. These things are nice, but most Camels have a ton of them. Listen to the Camels. They will tell management they want to know that they matter. Camels are the one group that management seems to take for granted. Because of their enduring nature, management just knows the Camel will always be there. Then one day the Camel walks in, spits, and leaves, and management doesn't seem to understand. Being a Camel is a lonely position.

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"You Can Lose
A Sponge, and
Replace Him,
You Can Lose
a Spectator
and Throw A
Party,
But You
Cannot
Replace A
Camel"

No one understands what a Camel goes through on December 31, especially if they have had a great year. The emotional letdown and the fear of having to do it all over again are enormous. I have found that most Camels, especially those in sales, do not really start their new year until early or mid February; it takes that long to regain their momentum and confidence. Most management people don't understand this, because most management people have never been a Camel.

Another reason Camels leave is that they have outgrown their manager. I have said this for years. The weakest link in Corporate America is management. Most managers want the position but not the responsibility. Most want the title, but not the people commitment that goes with it. How many times have you seen a person promoted into a management position because of technical skills, without any consideration given to people skills? Management takes technical know-how, but it also takes people skills. Show me managers who lack people skills and I'll show you managers who will frustrate those they are trying to lead. Before management will succeed at teaching technical knowledge, they must succeed at people understanding.

Here is the philosophy. If management is not growing at twice the rate of the people they are trying to lead, they will frustrate the organization. Management is more than a position; it is a responsibility. It is a commitment to the growth

and development of people. That can only be accomplished by a manager who is growing also. Management cannot lead others past the point where they are. They cannot offer what they do not have.

If the Camel knows more than management, what does management have to offer? If the Camels sense that management is not growing, they become frustrated. The same holds true of young Sponges who are maturing towards becoming Camels.

Organizations have both one-hump Camels and twohump Camels. Two-hump Camels are the mature Camels. They have done it: they are the symbol of strength. One-hump Camels are the young Sponges who are not yet past the point of being new. They have the know-how, but lack experience. They still have drive and eagerness. They want to learn. They have a thirst and are looking to management for nourishment. If they are beyond the capabilities of management, they too will look elsewhere. I cannot begin to tell you the number of young Camels I have seen leave companies because of a lack of qualified management. When are companies going to wake up to the fact that what they need to do is terminate those who have retired in the position called management? When will they learn that they often have Spectators in management?

Conclusion

The key to working with Sponges, Spectators and Camels is knowing how to feed them. Once management understands the correct division in which to place each employee, then a corresponding diet can be developed.

If management does not know them, we cannot feed them. Remember, each requires a different diet. Each requires a different type of nourishment. Try to feed all of them the same diet and the Sponges and Camels will either starve to death, or leave for a place where their appetites can be satisfied. Here is the understanding I have developed:

- You Can Lose A Sponge, and Replace Him
- You Can Lose a
 Spectator and Throw A
 Party
- But You Cannot Replace A Camel

Here is the dietary rule that management must be mature enough to be able to understand. Without following this rule, there will be no management; there will only be "managers" who are actually the center of organizational frustration.

Sponges take a diet of MANAGEMENT. Management is an investment of energy in individuals so that they grow within themselves. Because of growth, they become valuable parts of the company. Teams are not built through groups. Teams are built through growing individuals. Management is a commitment to individuals. Management is the instilling of knowledge, confidence, understanding and control in individuals. It is a time consuming process

that can only be accomplished by those who believe in the value of the individual. These management people work to develop the strengths of the individual. They do not want everyone to be the same. They understand that it is from the development of individual strengths that creativity in an organization exists.

Spectators take a diet of DISCIPLINED ACTION. Treat Spectators with weakness and they will walk all over management. The only way Spectators can be handled is with disciplined action. Management must do what we say and say what we do. Management must not tolerate the actions of

Spectators. They are given an opportunity to grow with the organization, but if they do not want to work with the group, they are terminated. If they choose not to grow, they have written their own endings. Spectators must not be tolerated. There are no ifs, ands or buts. Management must realize that Spectators are a sickness within an organization and that they choose to be that way. Once a person decides to become a Spectator, management has the right to administer the medicine: termination.

Camels take a diet of COACHING, If management tries to manage a Camel, all they will accomplish is to frustrate the time: YOU CAN'T FEED

Camel. Camels do not need managing. What they need is coaching. They need a cheerleader. They need a voice to let them know they matter. They need a strong management that lets them know by word and deed that, with all they have done, there is still more for them to accomplish. A coach is a projector of dreams. A coach is an illustrator based on experience. A coach is an inspiration defined by example. A coach is a person one can admire, someone who has "been there." A coach is strength. When the Camel thinks of the coach, feelings of enthusiasm are generated.

Here me say it one more

THEM IF YOU DON'T KNOW THEM.

Organizations grow because of people. People grow because others believe in, support and encourage them. This is the purpose of management; this is what makes companies grow.

Richard Flint, CSP, is a professional speaker who since 1980 has averaged 250 presentations a year. Flint was the keynote speaker at NESRA's Western Region Conference in Anaheim, CA, September, 1995. For more information, contact Richard Flint Seminars (800) 368-8255 or (407) 968-7722.



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Conveniences & Amenities for Employees

In mid-1994 a study was conducted among members of the Bureau of National Affairs, Inc's. (BNA) 1993-1994 Personnel Policies
Forum (PPF). The survey results are based on responses from 209 human resource and employee relations executives representing a cross-section of U.S. employees, both public and private. What follows is excerpts from the survey results from Personnel Policies
Forum survey on Conveniences and Amenities for Employees.

Recreation Facilities and Social Activities

Employee sports teams, on-site recreational facilities, and after-hours activities can help boost both the physical condition and mental health of an organization's workforce. Most of the surveyed PPF employers perceive some benefit in sponsoring activities, social gatherings

and fitness among workers, as about six out of 10 organizations support employee activities or events and about two-fifths offer sports or recreational facilities for workers (e.g. exercise rooms, playing fields, tracks, pools, lockers, showers). Among all responding employers, 27 percent offer both recreational facilities and after-hours activities for

employees, while 30 percent have neither. Thirty-two percent sponsor employee activities but do not provide any athletic equipment or facilities. Conversely, 11 percent of the PPF organizations have recreational areas but eschew sponsorship of afterhours activities for employees.

Sports and Fitness Facilities

Nearly two out of five responding PPF employers (38 percent) promote active. healthful life-styles by providing sports, fitness, or recreational facilities for their workers. (A few other organizations appear to have special arrangements with off-site health clubs.) One-third of all the surveyed companies provide showers and/or lockers. including 10 firms with no other recreational facilities for employees. Weight training or exercise rooms are available at about one out of four firms (27 percent), as Table A shows. Fewer responding employers have outdoor playing fields (11 percent), indoor or outdoor tracks (9 percent), or swimming pools (8 percent) for workers. (Editor's note: Facilities required for certain jobs or employees—such as showers and lockers for police officers and firefighterswere not included.)

Employees in large companies (51 percent) are far more likely to have recreational facilities at their disposal than workers in small firms (31 percent). Moreover, each type of facility covered by the survey is substantially more common among large organizations than in companies with fewer than 1,000 employees. For example, weight or exercise rooms appear to be about twice as prevalent among large employers (41 percent) as in small establishments (20 percent). About onefifth of large companies have playing fields, tracks, or pools available for

Sports, Fitness, and Recreational Facilities Percent of Employers By Size By Industry Large Mfa Non-Non-Small Employers Mfg. Bus. (71)(138)Number of Employers (209)(59)(78)(72)31% Sports or fitness facilities for employees 38% 36% 35% 43% 51% · Showers and/or lockers 33 31 32 36 44 28 17 27 27 36 41 20 · Weight/exercise room 11 13 20 7 · Outdoor playing fields 19 17 · Track (indoor or outdoor) 9 2 17 5 · Swimming pool (indoor or outdoor) 8 15 15 0 2 3 6 Off-site recreation park • Other -6 4 8

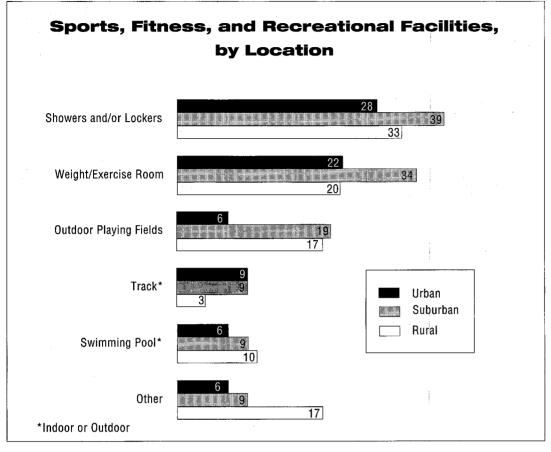
workers' use, compared with less than one out of 10 small responding firms. (See Table A.)

Non-business establishments (43 percent), manufacturers (36 percent), and non-manufacturing businesses (35 percent) appear equally likely to offer some type of sports or exercise facility. Workers in non-business organizations (e.g., schools), however, may enjoy a greater abundance of recreational amenities. As Table A shows, weight and exercise rooms, pools and running tracks are each more common among responding non-business employers than in manufacturing firms or nonmanufacturing businesses. Weight rooms are available to workers in more than one out of three non-business organizations

(36 percent), compared with 27 percent of nonmanufacturing companies and just 17 percent of responding manufacturers. Similarly. almost one-fifth of nonbusiness organizations have indoor or outdoor tracks (17 percent), while only 8 percent of nonmanufacturing companies and just one manufacturing firm offer running facilities for employees. Most differences by industry are due to a preponderance of recreational areas and equipment at surveyed colleges and universities. For instance, nine out of 10 responding colleges and universities (90 percent) offer weight or exercise rooms for employees.

Workplace location appears to be a factor in the

"Non-business
establishments,
manufacturers,
and nonmanufacturing
businesses
appear equally
likely to offer
some type of
sports or
exercise facility."



availability of recreational facilities to employees. By geographic region, sports and fitness facilities are most common in the Northeast (51 percent) and least prevalent among North Central employers (23 percent). About two-fifths of responding Southern (40 percent) and Western (37 percent) firms offer one or more recreational or fitness areas. Recreational areas for employees appear slightly less common in urban companies (33 percent) than among organizations in suburban (41 percent) or rural (40 percent) locales. Not surprisingly, outdoor playing fields are particularly scarce in urban firms (6 percent); about one out of five rural (17 percent) and suburban (19 percent) establishments provide

playing fields for workers, as Figure B shows. Weight rooms are more common at suburban locations (34 percent) than at rural (20 percent) or urban (22 percent) work sites.

Restrictions on Use

About half of the PPF employers with recreational facilities (48 percent) restrict employees' access to those areas. The availability of sports and fitness facilities may be determined by hours of operation or work schedules, as some employers' fitness areas appear to be open throughout the regular business day or somewhat longer. For example, a large Northeastern service firm's exercise facilities are open from 6 a.m. to 8:30 p.m.

Several respondents reported that employees may use the sports and fitness facilities during nonwork hours only—that is, before work, after work, or during lunch breaks.

Other employers with restricted access to their sports and fitness areas include:

- A large Southern healthcare establishment that does not allow employees access to its recreational facilities—including an indoor swimming pool—on Thursdays or Fridays. The respondent for the organization also reported "limited hours for pool access;"
- A small Northeastern retail company where a fitness center is available to employees until 7:30 p.m. on weekdays, but closed on

weekends; and

■ A small hospital in the Northeast where workers may use weight and exercise rooms between 6 a.m. and 11 a.m. and from 1 p.m. to 8 p.m.

Although employer-

User Fees

provided recreational facilities usually are free to employees, user fees are not unheard of. About two-fifths of the organizations with sports or fitness installations (38 percent) charge workers for using those facilities. Well over half of large establishments (56 percent) collect user fees, while only 23 percent of small firms ask workers to pay for using the recreational areas provided for them. Workers in non-business organizations (45 percent) are somewhat more likely to bear some costs of their recreational facilities than those employed by

manufacturing companies

(29 percent) or

nonmanufacturing

businesses (37 percent). Fees for using recreational facilities typically are very modest. Among 11 respondents who reported specific rates or amounts imposed on workers, charges range from \$25 annually for the exercise rooms, lockers and showers at a large North Central health-care establishment to \$18 per month for similar amenities at a small Northeastern hospital. Three universities with multiple sports and fitness facilities charge employees for locker rentals only.

Employee Conveniences and Amenities Available

Nearly all employers provide one or more conveniences, facilities, or amenities for their employees, according to a survey by The Bureau of National Affairs, Inc. While parking facilities and food services are virtually standard in the workplace, some amenities—sports or fitness facilities, commuter assistance and consumer services—are offered in only a minority of the surveyed organizations. BNA is a leading publisher of information services on business and economics, law, taxation, labor relations, health care, the environment and other public policy issues.

The survey also finds that:

- Financial services and conveniences are available to employees in more than three out of four responding organizations (78 percent), though some employers avoid direct provision of financial services. Three-fifths of the surveyed firms have employee credit unions, while less than half (48 percent) provide on-site check cashing, direct deposit, or other financial services directly.
- Workshops and seminars on investment, debt management, or retirement planning are offered by half of the responding establishments. Personal finance seminars are far more likely to be taught by outside instructors than by in-house staff. Employers typically bear all or most costs of the seminars and classes they offer; 71 percent of firms with financial workshops pay the full cost of those classes.
- Consumer services—such as product discounts and purchasing assistance—are enjoyed by employees in about one out of four responding firms (24 percent). Nearly one-third of non-manufacturing businesses (32 percent) provide some form of consumer service, compared with about one out of five manufacturing companies (20 percent) and "non-business" establishments (18 percent), such as hospitals, schools and government agencies.
- Employee parking is available at 95 percent of the surveyed establishments, most of which have enough parking spaces to accommodate all employees' vehicles. Urban employers (68 percent) are substantially less likely to offer sufficient parking for all workers than organizations at suburban (84 percent) or rural (97 percent) work sites.
- Commuter assistance options—including mass transit subsidies, carpool referrals or incentives, and shuttle services—are offered by

less than two-fifths of the responding employers (37 percent). Just one out of five surveyed establishments are subject to federal, state, or local laws that mandate the provision of employee commuter options. Employers in the West (67 percent) are most likely to help workers with their daily commutes.

- Food or beverage services, cooking facilities, or employee dining areas are available in nine out of 10 surveyed organizations. Vending machines have been installed in 86 percent of responding companies; about half of the surveyed employers (46 percent) have employee cafeterias.
- Recreational or fitness facilities are in place at 38 percent of the responding organizations. Showers, lockers and exercise rooms are the most common facilities provided for workers, Running tracks, pools and outdoor playing fields are offered by about one out of 10 employers.
- Employee sports teams, social affairs and other "after-hours" activities are supported or sponsored by about three-fifths of the surveyed employers (59 percent). Sponsorship of sports-related activities is especially common.
- Conveniences and amenities rarely are reserved for executives. With the exception of some firms with special parking for top management or personal financial services for executives only, employee services typically are made available to all or most of the work force.

The study was conducted in mid-1994 among members of BNA's 1993-1994 Personnel Policies Forum. The survey results are based on responses from 209 human resource and employee relations executives representing a cross-section of U.S. employers, both public and private.

For more information, contact the BNA Survey Research Unit at (202) 452-4389.

Table C

Support a Employees'		iour		ivitie			
		By Industry			By Size		
	- All Employees	Mfg	Non Mfg	Non Bus	Large	Small	
(Number of employers)	(209)	(59)	(78)	(72)	(71)	(138)	
Support or sponsor after-hours activities	59%	75%	60%	46%	66%	56%	
Financial support for teams, clubs or events	47	64	47	33	- 51	46	
Discounts on entertainment or social events	41	61	33	33	49	37	
Employee meetings/events on premises	32	41	24	32	41	27	
Tickets/reserved seats	27	34	23	26	35	23	

Family Access

Spouses and children are welcome at some employers' fitness and recreation areas. Just as many, however, are reserved for employees alone. About half of the surveyed establishments' sports or fitness facilities (47 percent) are open to family members. Family privileges are much more common among non-business employers (61 percent) than in manufacturing firms (43 percent) or nonmanufacturing companies (33 percent).

Few respondents reported restrictions on family members' access to recreational facilities beyond those imposed on employees. A few companies After-hours Events ask additional fees for spouses and dependents, including a small Northeastern service firm

that charges \$10 a month for employee access to its weight or exercise rooms, racquetball courts and locker rooms, and collects an additional \$10 if family members use the facilities. Other firms with limitations on family access include a large Southern manufacturer that reserves its exercise and locker rooms to employees and their "immediate family only." A large Northeastern college restricts access to "dependent children, 21 or younger." A large Western financial company requires that family members be accompanied by employees.

Sponsorship of

For a few PPF employers, sponsorship of employee sports teams, trips and social affairs involve

the commitment of substantial time and resources. For instance, a large Southern hospital has two full-time human resource department staff members devoted to employee activities. At a large Northeastern hospital, all worker events are handled by an employee activity committee. About three out of five PPF employers (59 percent) support or sponsor afterhours activities for their employees, typically on a smaller scale than in the organizations cited above. (See Table C.)

Nearly half of the surveyed establishments (47 percent) provide financial backing for employee teams, clubs or after-hours events. Sponsorship of sports activities appears especially common; softball, bowling,

volleyball and basketball teams are the most likely beneficiaries of employees' largess. A few respondents reported financial support for dances, charitable sporting events, trips, or "theme" festivals.

Forty-one percent of all responding employers arrange employee discounts for entertainment events or social affairs, including admission to sporting events, theme parks and theaters. Four responding firms—none of which provide any on-site fitness or recreational facilitiesoffer discounted memberships to local health clubs. About one-quarter of the surveyed firms (27 percent) purchase tickets or reserve seats for employees at entertainment, sporting, or social events. A small Southern health care establishment holds monthly drawings for season tickets to professional baseball games.

Workers are permitted to hold after-hours meetings or special events on about onethird of the PPF organizations' premises (32 percent). A small Northeastern retail firm "allows meeting space for local volunteer groups," such as Junior Achievement.

Manufacturing companies and large organizations appear most inclined to offer support for their workers' after-hours activities. Three-fourths of all surveyed manufacturing firms provide some form of sponsorship or support, compared with six out of 10 non-manufacturing companies and less than half of all responding nonbusiness organizations (46

percent). Furthermore, each specific type of employer support covered by the survey is more prevalent among manufacturers than in other industry sectors. For example, 61 percent of manufacturing firms arrange discounts on tickets for special events compared with just one-third of all other responding employers.

Differences by workforce size are less pronounced. Discounted tickets appear somewhat more likely to be available in large companies (49 percent) than in firms with fewer than 1,000 workers (37 percent). Large employers (41 percent) also may be more inclined than small establishments (27 percent) to allow afterhours meetings and events on company property.

Executive Services and Amenities

Employee amenities such as parking privileges and recreational facilities rarely are reserved for executives only, and relatively few surveyed employers offer their top officials any facilities or services that are

different—and presumably better-than those available to the rest of the workforce. For example, while 25 percent of all responding employers have indoor fitness facilities—pools, tracks, or weight/exercise rooms-for all or most employees' use, few have special, separate installations for executives (four companies, 2 percent) or provide indoor fitness facilities for executives only (seven employers, 3 percent). As Table D shows, 32 percent of all responding firms provide showers and/ or lockers for most or all workers; few companies provide separate locker room facilities for upper management (two firms, 1 percent) or offer lockers to executives alone (four companies, 2 percent). Upper management enjoys a full-service dining room in just five surveyed establishments (2 percent); all of these employers provide food services for the rest of the workforce. including four organizations with cafeterias.

One exception to the

typical "all-or-none" pattern in employee amenities is financial and accounting services. As Table D shows, 12 percent of all responding establishments offer personal financial or accounting services solely to top management or executive-level employees, while just one firm provides tax preparation or accounting services for the rank-and-file. As noted in an earlier section, however, half of all the surveyed employers offer personal finance seminars for all or most employees.

Few employers have parking for top management alone, but a substantial number of firms offer better parking alternatives for executives. Just five surveyed firms have parking facilities for executives only, but 22 percent of the surveyed employers provide special parking for upper management, such as "reserved" or "indoor" spaces.

Personal financial guidance for top

management and executive parking privileges appear to be more common among nonmanufacturing businesses than in other industry sectors. Twentytwo percent of nonmanufacturing companies offer financial and accounting services for upper management only, compared with just 7 percent of both manufacturing firms and non-business establishments responding to the survey. Less than one quarter of manufacturing companies (17 percent) and nonbusiness organizations (22percent) provide preferred or exclusive parking for top management, compared with nearly one out of three nonmanufacturing businesses (32 percent). Parking "perks" for top management are more often offered by urban employers (31 percent) than by firms in suburban locations (19 percent). Special executive parking is virtually nonexistent among responding rural organizations (3 percent).

Table D

Availability of Services and Facilities: Executives vs. Other Employees

Percent of Employers

	Same for All Employees	Special Executive Services	Executive Services Only	None For Any Employees
Parking	73%	22%	2%	3%
Showers/lockers	32	1	2.	65
Indoor fitness facilities	25	2	3	69
Personal financial or accounting services			12	87
Food services	87	2		11

Note: Percentages are based on all 209 responding employers. Percentages may not add to 100 due to rounding

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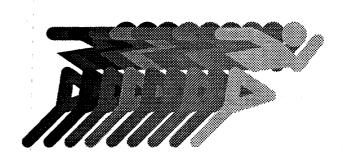
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Management Cites Benefits

of Employee Recreation Services at UNC Hospitals

by Chris A. Wilsman, MS, CESRA



Eric Munson, CEO and Dr. Jim Folds, interim chair of the Department of Hospital Laboratories, talk about their finish in the Annual Bud Brexler Memorial Golf Tournament.

n 1984, University of North Carolina Hospitals implemented a progressive and multifaceted Employee Recreation Service, which was rare in the health care industry. Activities include athletics, wellness, hobbies/clubs/classes, discounts and services and travel. In a course of a year over 100 activities are offered to employees and family members. The professional staff consists of an employee recreation manager, exercise physiologist,

secretary and a clerk/receptionist. Over 30 part-time contract staff assist in conducting these activities.

Employees, by virtue of employment, belong to the Employee Recreation Association, which is governed by a 17-member Board of Directors. The Board of Directors serves in an advisory capacity to assist the professional staff in the design and development of programs and policies. During last year, 7,067 activity participants took part

in a variety of Employee Recreation Services. This represents 63 percent of UNC Hospitals' full-time employees who participated in at least one activity offered by Employee Recreation Services. The Hospitals, on average, have subsidized 55 percent of the operating budget with the remaining revenue being generated by program fees and charges.

UNC Hospitals' employees value their Employee Recreation Service as indicated by last years' program evaluations. On a scale of one to five, with a five as excellent, employees rated the instructors/umpires/referees of an activity a 4.61. Rating the activity as compared to a similar one in the community at a comparable price, employees rated the Hospitals' activities at a 4.64. The average rating of the facilities, taking into consideration the cleanliness, location, size and suitability was a 4.0. Finally, employees were asked how their participation in Employee Recreation Services affected their lives. Their responses are shown in Table A.

Employees appreciate that management is

Employees Rate Affects of Participation On A Scale of 1 to 5

Employees at UNC Hospitals were asked how participation in Employee Recreation Services affected their lives in the following areas on a scale of 1-5:

1 = poor; 5 = excellent.

Attitude towards the Hospitals	4.12
Stress Level	4.10
Health & Fitness	4.09
Relations w/fellow employees	3.97
Work Performance	3.77
Absenteeism	3.70
Weight Loss	3.63

concerned for their health and well-being. Dolores Paylor, Ph.D., principal of the Hospital School said, "It's great that we have an opportunity to work in an agency that provides fitness and recreation opportunities for their employees. It makes me appreciate my job all the more knowing that senior management cares enough to provide their employees with this service." Because Employee Recreation Services covers such a

broad range of activities and classes, there is ample opportunity for all employees to participate at some level and to derive many personal benefits.

Management's Perspective

NC Hospitals is committed to Employee Recreation Services. Its value statement includes the phrase: "to care best for others, we must also care for ourselves." One way the Hospitals promoted employees to "care for themselves" was the implementation of Employee Recreation Services in 1984. Eric Munson, CEO, has supported the development of Employee Recreation Services for the past 11 years and regularly participates in many events. Based on results of a survey of senior management soliciting their perspective of Employee Recreation Services, senior management values Employee Recreation Services for its many benefits including: improved morale and teamwork, improved image of institution, recruitment and retention and social benefits.

Boosting Morale and Teamwork

Maintaining positive morale becomes more difficult as agencies are downsizing and employees have less job security. Technology has given birth to an information explosion that has left many employees feeling overwhelmed. There are new systems to learn and skills are constantly in need of updating. Employees often have little to no control over salaries and benefits. At UNC Hospitals, Munson describes participation in the Hospitals' Employee Recreation Service as an experience that "fosters loyalty to the institution, builds morale and keeps the workforce fit and healthy." Improved morale is noted quite often by other administrators. For example, Peter Barnes, associate director of operations and director of human resources says, "Employee Recreation Services at UNC Hospitals contributes to the morale and to the general sense of the organization's values—it enhances the image of our organization to our employees." According to management's responses, offering the option to participate in these services creates a sense of belonging in the employee—it boosts morale and improves productivity and quality of work. In general, UNC Hospitals' administrators indicated in a

University of North Carolina Hospitals Gains Recognition

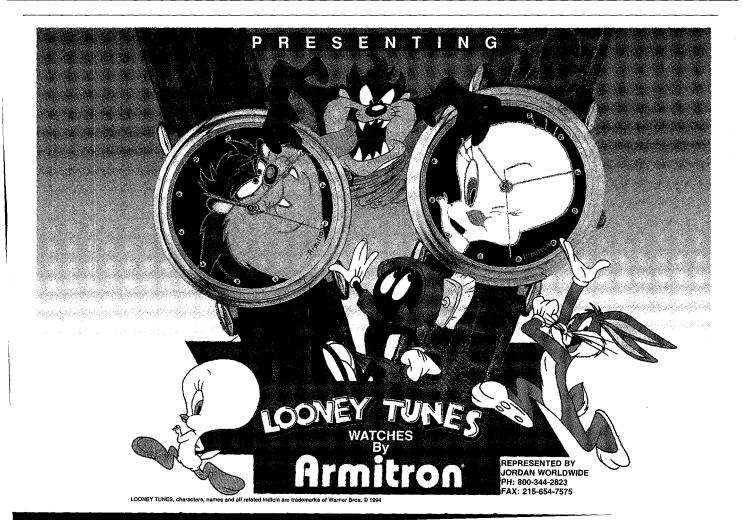
The University of North Carolina Hospitals is located in Chapel Hill, NC, which forms a triangle with Raleigh and Durham and is part of what is known as the Research Triangle Park (RTP). "The triangle's points are 3 major research universities: Duke University in Durham, the University of North Carolina in Chapel Hill and North Carolina State University in Raleigh. The triangle is the nation's largest planned research park-6,800 acres in two counties-with more than 55 major research companies or government agencies" (The Way We Were," Mary Ann Rood, Triangle Newcomer Magazine, 1994-95). Money magazine ranked RTP as the "number one place to live in the country" ("Best Places to Live in America," Marguerite T. Smith,

Money magazine, September, 1994). According to "Research Triangle" by Jon Ross in Hospitals & Health Networks, June 20, 1995, the triangle or Central Piedmont is "a metaphor for the New South: well-educated, economically diverse and culturally progressive." Chapel Hill is nestled between the Blue Ridge Mountains and the Atlantic beaches. UNC Hospitals, was founded in 1952 as the primary teaching hospital for the School of Medicine of the University of North Carolina at Chapel Hill. It is compised of North Carolina Memorial Hospital, the adult medical-surgical component, North Carolina Neurosciences Hospital, North Carolina Children's Hospital, North Carolina Women's Hospital, North Carolina Clinical Cancer Center, North Carolina Jaycee Burn Center and UNC Ambulatory Care Center, a

joint initiative undertaken with the UNC-CH School of Medicine. The 665bed Hospitals, employ 4,500 employees and provide primary and specialty care to patients from all 100 counties, from nearby states, from across the country and around the world. U.S. News & World Report recently released its sixth annual guide to America's Best Hospitals on July 24, 1995. The University of North Carolina Hospitals appeared in the list of top 40 Hospitals in six areas: Cancer, Endocrinology, Gynecology, Orthopedics, Otolaryngology and Rheumatology, UNC Hospitals seeks to be the preeminent public teaching Hospital and health industry employer in the Southeast. In accomplishing this vision, UNC Hospitals values its human resources as its most important resource.

In 1984, UNC Hospitals implemented

a progressive and multifaceted Employee Recreation Service, which was rare in the health care industry. In recognition of the quality of the services offered, UNC Hospitals' Employee Recreation Services has received several state and national awards. In 1990 and 1991, UNC Hospitals received the North Carolina Governor's Council on Health & Fitness Worksite Award as one of the best programs in the state. Since 1991, UNC Hospitals has received individual national program awards from NESRA for their orientation video, newsletter, OlymPicnic special event, Take Ten stretch break video and most recently NESRA's 1995 Eastwood Award for the best overall program in the country for companies with 2,501-5,000 employees. UNC Hospitals takes a comprehensive approach to health and wellness by the services offered.

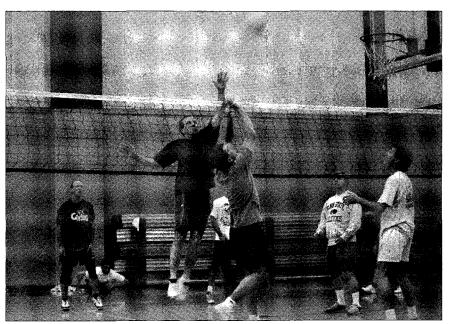


MANAGEMENT CITES BENEFITS

recent questionnaire that they feel participation in Employee Recreation Services provides a better perception of management's concern for their employees.

Management also recognizes the positive effect these programs have on teamwork. Todd Peterson, director of operations, explains that participating in UNC Hospitals' Employee Recreation Services develops a "sense of teamwork, fellowship and it allows for the development of friendships and understanding across the organizational units." Administrators note that "teamwork" is an essential aspect for achieving a pleasant and productive atmosphere in the workplace.

Getting to know other employees who share the same interests or working together with other co-workers on a team competition helps achieve this goal. For example, UNC Hospitals' annual "Employee Olympics,"



Tom Kmetz, assistant director of operation, goes for the block during play at UNC Hospitals' volleyball league.

particularly popular with its administrators, connects the participants to the Hospitals and to each other allowing a diverse workforce a unique opportunity to come together in friendly competition. Employees establish friendships and improve communications that go beyond the 9-5 workday. When communication breaks down, teamwork is affected and employees begin to fear institutional changes rather than embrace them. ES&R programs provide an important vehicle for facilitating open communication

between management and employees during these times of economic turmoil and healthcare reform. Peterson states that the Employee Recreation Service provides a sense of "resiliency and trust, while adapting to rapid change and threats. The activities also greatly assist with employee retention."

Enhancing the Organization's Image

Management wants these services to be viewed as a benefit and it knows employees appreciate them. At UNC Hospitals, activities are priced to be equal to or less than what employees would normally have to pay for a similar activity offered by a community recreation department or YMCA. This enables most activities and services to be affordable and conveniently located for employees. Employee

Recreation Services allows employees to participate in exercise and relaxation programs before or after work at nominal cost or no cost. Marlene Rifkin, administrative director, Ambulatory Care Center, explains, "since employees have access to classes like CPR, arts and crafts and programs for stress that are preventative in nature, they are appreciative of management's support for the opportunity to improve the quality of their lives."

At UNC Hospitals, senior management recognizes the importance of the Employee Recreation Service in recruiting and retaining the kinds of employees needed to keep the Hospitals competitive. According to Glenn Campbell, associate director of operations, "These services are important to both the prospective employee and his/her family: They show UNC Hospitals is a caring and concerned institution." The majority of administrators indicated that they identify Employee Recreation Services as an

essential component of the Hospitals' benefits package. When wooing prospective employees, Mel Hurston, associate director of operations, compliments, "Our program is a model that brings pride to me. I tell of it to as many employees and to neighboring hospitals as possible." Barnes says, "Most employees think of it as an added benefit." Todd Peterson adds that Employee Recreation Services are an "indirect fringe benefit, within a standardized state system of compensation."

Future Growth

To succeed, employee services programs must stay abreast of what employees want and need and they must listen to what management wants. Several administrators at UNC Hospitals stated that Employee Recreation Services should increase programming for health promotion activities, lifestyle changes, preventative health benefits and stress reduction strategies. According to Tom Kmetz, assistant director of operations, Employee Recreation Services should develop a "Hospital-based health club, which is off-site, that is operated at cost and would serve as a great benefit for employees." Campbell suggested that employees and their families should have more "opportunities to learn new skills related to hobbies and special interests."

Employee Recreation Services is already responding to some of these requests. In the Fall of 1995, UNC Hospitals opened a new Administrative Office Building that included a Wellness Center, locker room and showers and space for other employee activities. In January of 1996, opportunities will be enhanced for employees when the patient gymnasium will be finished in the new Neurosciences' Hospital. Employee Recreation Services will be able to use the facility early morning, during lunch and after working hours.

nother area of opportunity for future growth within our agencies is through the involvement of employee associations and employee leadership of activities. At UNC Hospitals, an Employee Recreation Advisory Committee was originally formed in September of 1984, which developed into the Employee Recreation Association in September of 1989. Peterson stated that the Employee Recreation Association has "excellent staff and the employee self-governance was well done."

In offering programs that serve both to generate a spirit of friendliness and unity among the employees and their families, as well as to provide opportunities for self expression and personal growth, UNC Hospitals relies on volunteers to implement many activities. Sandy Evans, assistant director of operations, indicated the future would be "contrasting because of cost limitations—unfortunately. I think there will be less resources available in the future to commit to employee benefits of all

kinds." Devon Gross, managed care specialist adds, "Although there will be an increased consciousness on cost containment in healthcare, I would imagine that growth in employee recreation will have to come from employee-driven and employee-led activities." He adds, "Staff should work to encourage and facilitate this occurring." At UNC Hospitals, over 135 employee-volunteers help each year in various ways to provide and promote activities to the 4,500 employees and their family members. Employee-volunteers make a statement about the value placed upon the activities and the programs. According to Diane Lafferty, utilization management supervisor and the 1992 Past-Chairperson for the Employee Recreation Association, "Serving on the Employee Recreation Association Board gave me the opportunity to facilitate employee involvement in recreational activities and to increase management's awareness of the importance of employee participation. It was a very rewarding experience."

Conclusion

The continued support of management has helped the association function smoothly. The positive attitudes created and encouraged by the associations' activities, visibly serve to improve on-the-job leadership and productivity, a result that no management team is likely to overlook or minimize. This Employee Recreation Association helps build a healthier and more productive workforce by creatively allowing its employees to participate in providing services of direct benefit to them.

Chris A. Wilsman, MS, CESRA, has been the employee recreation manager at UNC Hospitals since April of 1990. As a founding member of the North Carolina Triangle Chapter of NESRA in 1991, he currently serves as president of the chapter. Prior to coming to UNC Hospitals, he has worked for the Deerfield Park District in Illinois, College Park Athletic Club in Illinois and the Eastern Community YMCA in Ohio.

Health promotion

"Get the Fat Out" Seminar

by Traci Jones, CESRA

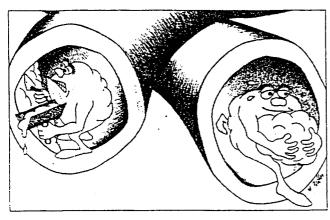
With New Year's resolutions just around the corner, here's an outline for a one-hour seminar on reducing body fat.

eventy-two percent of employees that are members of the corporate fitness center at Washington Natural Gas Company in Seattle, WA are concerned with losing weight according to its 1994 survey. Most employees feel that they have very little time to exercise or are too exhausted to cook a healthy meal when they have time to eat. The "Get the Fat Out" seminar was designed for this very reason, to help employees understand fat and how to reduce body fat.

"Good" and "Bad" Cholesterol

Lipoproteins that have small amounts of cholesterol and other fats and large amounts of protein are called High Density Lipoprotein or HDL. Studies have shown that HDL, the "good" cholesterol actually removes cholesterol from arterial walls.

Lipoproteins that contain large amounts of cholesterol and other fats and a small amount of protein are called Low Density Lipoproteins or LDL. LDL, the "bad" cholesterol causes fatty deposits called plaque on arterial walls that results in decreased blood flow (and oxygen) to the heart.



LDL deposits cholesterol on arterial walls while HDL transports cholesterol out of the arteries.

This one-hour seminar is held on a day during the second week in January (The most popular resolution time of year). The seminar is presented at three different time periods in the afternoon with a limit of 30 participants in each session. This structure allows all employees who are interested to participate during their lunch hour. When employees register they understand the object of the seminar is to lose body fat. To help employees set goals, a fitness evaluation is given to each participant and again in six months. Advertisements for the seminar include the challenge that the employee who loses the most body fat within six months receives a one-year membership to the corporate fitness center. Registration for the seminar begins in November and is filled to capacity within four weeks. Members of the corporate fitness center and their spouses receive free admission, nonmembers pay a small fee.

The presentation begins with an explanation of two different types of fat, saturated (solid at room temperature and found mostly in animal products) and polyunsaturated (liquid at room temperature and found mostly in vegetable products). It is important to explain that research has shown that the type of fats you consume in foods can affect your blood lipid levels. (See 1a, Health and Wellness Kopy Kit, Diet and Heart Disease) Polyunsaturated fats promote HDLs, High Density Lipoproteins. These lipoproteins remove cholesterol from the arteries, they are the "healthy" lipoproteins. Saturated fats promote LDLs, Low Density Lipoproteins. These lipoproteins deposit cholesterol in the arteries, they are the "lousy" lipoproteins.

Fat in the body can be reduced by decreasing fat in the diet and by exercising. First step is reducing fat in the diet. The employees are given an assessment sheet asking

them to choose which food in each row is highest in fat. (See 1b). After they have made their choices the answers are voiced along with the percentage of fat in all of the foods. Most of the employees are surprised at the correct answers. The employees are then introduced to a formula that will enable them to find the percentage of fat in their own food at home. The formula is as follows;

grams of fat per serving x 9 x 100 = percent of fat per serving total calories

When the employees registered, they were asked to bring the packages of their favorite snack foods, T.V. dinners and quick fix-it meals. This allows the employees to assess the fat in food they currently eat. For example, the nuturition facts label will be used from a child's frozen meal consisting of fried chicken corn, mashed potatoes and chocolate pudding to plug in figures for the equation.

When using the equation we are able to see that the dinner is made up of 40.9 percent fat, 12 percent of that being saturated. Compare this meal to an adult size leading brand of a 4-cheese deep dish pizza with mozzarella, cheddar, provolone and parmesan cheese.

Using the equation we see that the adult size pizza is 33 percent fat. This activity enables employees to become aware of the food labels and better choices of food. The food pyramid is handed out and questions are answered.

The employees were each given a fitness evaluation before the seminar that includes a skin caliper body fat test. When an employee understands their own percentage of body fat they are able to set a goal and create their own personalized program. Fat in the body can be reduced by decreasing fat in the diet and by exercising. The most efficient way to reduce body fat is with aerobic exercise. Towards the end of the seminar, various types of programs are discussed with an understanding that if the employee does not enjoy the program, have fun and enjoy its variety, they may not want to continue with the program. Each employee is given a personalized program sheet to complete. (A copy of this can be obtained from NESRA Headquarters, call (708) 368-1280.)

Conclusion

The Get The Fat Out Seminar has helped participants set and obtain goals. An employee receives an understanding of body fat, where it is hidden in foods and how to exercise the fat off.

Self Assessment: Which is the highest in fat?

- Q. Apple, Orange, or Banana?
 - A. all are 0 percent fat
- Q. Wheat Thins, Saltines, or Goldfish?
- A. 40 percent fat, 20 percent fat, 72 percent fat
- Q. Potato Chips, Pretzels, or Peanuts?
- A. 20 percent fat, 0-15 percent, 75 percent fat
- Q. Bagel, Bran Muffin, or English Muffin
- A. 0 percent fat, 50-60 percent fat, 5-10 percent fat
- Q. Ham, Roast Beef, or Turkey Salami
- A. 12 percent fat, 25 percent fat, 60 percent fat
- Q. Shrimp, Salmon, or Lobster?
- A. 10 percent fat, 52 percent fat, 25 percent fat
- Q. Hot Dog, Hamburger, or Grilled Cheese Sandwich?
- A. 75 percent fat, 50 percent fat, 80 percent fat
- Q. Chocolate Cake, Apple Pie or Carrot Cake?
- A. 35 percent fat, 48 percent fat, 58 percent fat
- Mayonnaise, Sour Cream, or Cream Cheese
- A. 99 Percent Fat, 96 Percent Fat, 92 Percent Fat
- Q. Palm Oil, Canola Oil, or Corn Oil?
- A. all are 100 percent fat
- Q. Jam, Jelly, or Apple Butter?
- A, all are 0 percent fat
- Q. Mustard, Ketchup, or Salsa?
- A. all are 0 percent fat

Institute for natural resources

Traci Jones is the corporate fitness coordinator for Washington Natural Gas in Seattle, Washington and is the president of the Seattle Employee Services and Recreation Association. Traci graduated from Washington State University in 1989 with a B.A. in exercise physiology. Traci's certifications include American College of Sports Medicine Health/Fitness Instructor, YMCA Fitness Specialist and American Council on Exercise.

Customer Service: The Little Things Can Make A Big Difference

ust two years before he had finished

20th in the downhill and 28th in the

by Bob Higgins

super G in Albertville, on February 13, 1994 Tommy Moe returned to the Olympics and made history on the slopes of Lillehammer by becoming the first American male to win multiple skiing medals in the same Olympic games. His amazing performance was highlighted by a gold medal in the Men's Downhill. A gold medal was won because on this day Tommy was .04 seconds faster than Kjetilm Andre Aamodt of Norway. That fraction of a second, that "little difference," raised Tommy Moe to stardom. Kjetilm Andre Aamodt was "only second best." All restaurants serve food. All real estate agencies list properties. Car dealerships sell

cars and all hotels can provide you with a room. There is very little difference between travel agencies or banks BUT those "little differences" will determine whether your customers will keep coming back year after vear. One of these "little differences" is customer service.

America's leading companies know the power of customer service. Each year businesses spend hundreds of millions of dollars on seminars, workshops and consultants to show them how to win and keep customers through better customer service. And with good reason.

- It costs five times more to attract a new customer than it does to keep a customer you already have.
- One in four customers polled said they would go elsewhere for a product or service if they thought they could get it in even a slightly more satisfying way.
- Only 1 in 25 customers will let you know when they are dissatisfied. The rest will just go elsewhere. Customer service gurus have developed diagnostic and survey tools to

measure customer satisfaction with comparative ratings to other companies within the perimeters of the size and scope of your business. Does this sound complicated? For most small to mid-sized companies it is not only complicated but it is also well beyond the scope of what is really needed. For most companies, having a basic understanding of customer needs and expectations will have a major impact on their ability to provide quality customer service.

Research done by Dr. Leonard Berry of Texas A&M point to 5 factors by which customers evaluate service quality.

- Reliability—Do you dependably and accurately provide what you promise your customers?
- Responsiveness—Can your customers expect prompt service?
- Assurance—The knowledge and courtesy that you show your customers. Your ability to convey trust, confidence and competence. (No amount of courtesy can replace competence.)
- Empathy—Caring and individual attention.
- Tangibles—The condition of the physical facilities, equipment, and the way you and your employees present yourselves.

Over the years, as a customer service trainer and consultant as well as a consumer, I have noted some additional key elements of quality customer service. Below I will outline what I feel are some of the most important and easily achievable considerations and how you can implement them into your day-to-day operations.

Everything About Your ■ Company IS Your Company!

A couple of years ago I was hired as a consultant to determine why a local restaurant was losing many of its business clients. An onsite inspection showed that the restaurant was clean and tastefully decorated. The food was

very little

difference

between you

and your

competitors,

but that little

difference

makes a verv

big

difference."

Napoleon Hill

excellent and reasonably priced and the owner had put together an impressive advertising campaign, yet business was steadily falling off.

The reason for the decline became evident when I came back that night for dinner. The wait staff was frantically running around serving meals, bussing tables and filling the salad bar. When I tried to get my water glass refilled it took me almost 10 minutes to track down my waiter. I was never offered a cup of coffee after my meal and I had to ask the hostess to find my bill for me at the end of the meal.

What had happened? The owner was trying to save money so he dismissed all the busboys/girls and had the wait staff assume their jobs. The wait staff were disgruntled by this decision and it showed in their service and their attitudes. Great food, good prices and a comfortable atmosphere were overshadowed by a marked lack of service. When the busboys/girls were rehired and the customers once again had the full attention of the wait staff the restaurant immediately began to regain its lost clients.

Many business owners concentrate so heavily on their "product" that they forget a key element to success. To The Customer Everything About Your Business IS Your Business.

Have you ever tried to catch the eye of a clerk in a department store who ignored your effort?

Have you ever stopped at a service station and the washroom was so dirty that you got back in your car and drove on?

What goes through your mind when you ask the salesperson to explain the difference between two telephones and s/he picks up the box of one and reads it to you and picks up the box of another and reads it aloud?

Everything the customer sees, hears and experiences from the time s/he walks into your place of business will have an impact of whether s/he returns. A moment of truth occurs anytime a customer comes in contact with any part of your organization and uses that contact to judge the quality of the organization.

-Ron Zemke

Quality Customer Service Can Only Be Measured From The Customer's Point Of View!

Let's pretend it is a very hot day and you are in the mood for your favorite summer treat, an ice cream sundae with vanilla ice cream, butterscotch sauce, whipped cream and a cherry. For the sake of this illustration, let's also pretend that you are allergic to anything chocolate.

On this particular hot summer day you enter my ice cream shop and we are having a big promotion on our special "Death By Chocolate" sundae. This promotion was designed to delight our customers. Are you impressed? How about if we lower the price just for you or add extra chocolate jimmies? Maybe if we wait on you promptly and courteously?

All of the efforts above can be considered good customer service techniques, but they were not good for this customer. The same can be said for approaching a customer and asking if they need help picking out a sweatshirt. Some people will appreciate the effort while others will have an "allergic" reaction and you will drive them away. So, short of being a mind reader, how can you tell what techniques will please your customers and which will anger them?

Talk To Your Customers And Then Listen To What They Say!

This sounds SO simple yet I rarely see anyone doing it. Your customer is in the best position to tell you what their expectations are and since every customer is different, they will probably each have different expectations.

My wife and I went to a very elegant restaurant for our last anniversary. The price of the meals was more than double what I was used to paying. When we arrived the owner greeted us and asked if we would like to sit in the restaurant or in the wine cellar. Our waiter asked if we would like to be served right away or linger over our drinks. The chef came over and explained the meals and specials to us and then listened to our comments about the menu.

My wife and I now frequent that restaurant and I bring many of my clients there. The "little differences" that this restaurant offered me made a big difference in the way I perceived the bill. I am willing to pay extra for the extra service the establishment provides.

There are many wonderful and insightful books, tapes, seminars and consultants available on the subject of service. Most contain great ideas and instructions on business image, listening skills, creating customer satisfaction, etc. But all quality customer service boils down to is one key element. You, your employees and your place of business need to constantly and consistently demonstrate a concern and commitment to the customer and his/ her needs. The sophisticated customer of the 1990s expects a quality product AND quality service. Quality service revolves around the "little things" you can do for your customers that will make a Big Difference in the success of your business.

Bob Higgins is a motivational speaker as well as a customer service consultant to the hospitality industry. His background as a professional magician and actor makes his keynotes and seminars entertaining as well as informative. Bob is a member of NESRA and an active member of MARES. He is also a professional member of the National Speakers Association and Vice President of the New England Speakers Association.



Gazebos Easy to Set Up

P ortable gazebos can be used for arts and crafts booths, beverage stands, catering, concessions, conventions, fairs, festivals, ice cream stands, information booths, malls, ticket sales and trade shows. The large gazebo is 12' point to point, 10'10" flat side, 8'10" center height, all dimensions include shelves, and the weight is 103

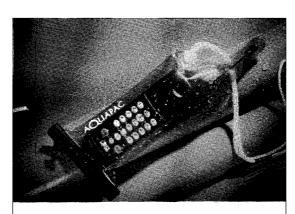
pounds excluding skirt and shelves. The small gazebo is 9' point to point, 8' flat side, 7'10" center height, all dimensions include shelves and weight is 85 pounds excluding skirt and shelves.

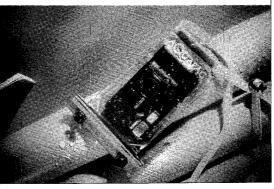
For more information contact Raptor Inc., P.O. Box 32021, Laughlin, NV 89028, (818) 865-8677.

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Contact Exit Information Guide, Dept. LP794, 4205 N.W. 6th St., Gainesville, FL 32609, (904) 371-3948.

V Ergonomic Seating Catalog

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For more information, contact The Harter Group, Inc., 400 Prairie Ave.,

Sturgis, MI 49091, (616) 651-3201, (800) 543-5449, Outside MI, FAX (616) 651-7280.

▼ Greeting Cards

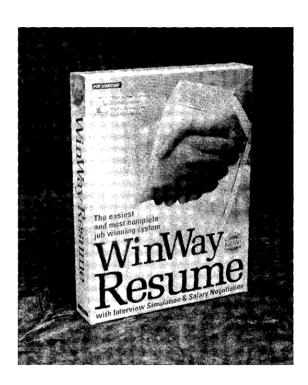
NICEF cards offer a way to get across a company's message as well as its global awareness and commitment to the well-being of children. The 1995 holiday greeting cards are designed especially for corporate use.

To obtain the UNICEF catalog, contact U.S. Committee for UNICEF/Chicago, 540 N. Michigan Ave., Suite 200, Chicago, IL 60611, (312) 670-2379.

▼ Soft Sell Book For Everyday

veryone sells everyday—themselves, their ideas, their products or services. Soft Sell: The New Art of Selling, Self-Empowerment, and Persuasion by Tim O'Connor, provides a new approach to selling...one that stresses motivation, communication, relationship building and self-image psychology to power-boost you to personal sales success! It offers an in-depth, selfanalysis questionnaire, exercises to expand your possibilities and worksheets.

For details, contact Jim Connor, CSP, 433 W. Briar Pl., Chicago, IL 60657, (800) 222-9070, (312) 296-2277, FAX (800) 222-9071.



New Resume Software

7 inWay Resume 3.0 is compatible with Windows '95 and Windows 3.1 and includes automatic resume and letter writing, contact management, interview simulation and salary negotiation. The CD-ROM version adds three hours of motion video and sound, and features job-winning advice from a career expert.

The AutoWriterTM includes a comprehensive selection of ready-to-use Job Winning PhrasesTM,

making the authoring process quick and easy. Each phrase was carefully constructed by experts to deliver an effective "punch" that scores points with the prospective employer.

System requirements include: PC or compatible with 386SX or higher, 4MB RAM, 2.5 MB hard disk space, Microsoft Windows 3.1 or Windows '95, 256-color VGA/SVGA display and a sound card.

For more information, contact WinWay Corp., 5431 Auburn Blvd., Suite 398, Sacramento, CA 95841-2801, (916) 965-7878, FAX (916) 965-7879.

not infectious and cannot cause the disease."

Fear of a reaction to the shot is another reason why some people may fail to get immunized. But according to Dr. Mostow, troublesome side effects are rare. "People may have some soreness at the site of the injection, and occasionally an individual may experience fever or malaise (a general feeling of illness) for a day or two after the shot," he says, "but it's not the flu."

High Risk Groups

Everyone, regardless of age or health status, can get influenza. But while most people recover without incident, members of certain groups are at increased risk of potentially lifethreatening complications of influenza, including pneumonia. Groups at high risk of complications include the following:

- People over age 65, whose ability to fight the infection may be weaker than younger people's; last year, Medicare covered flu shots for the first time, and will continue to do so to encourage immunization among this most vulnerable group.
- Adults and children with chronic cardiovascular disease or lung conditions, including asthma.
- Adults and children who have had regular medical follow-up because of diabetes, anemia, kidney disease, or immunosuppression, among other medical conditions.

Those in frequent contact with high-risk individuals should also be immunized, to avoid transmitting the infection to those vulnerable to the complications of influenza:

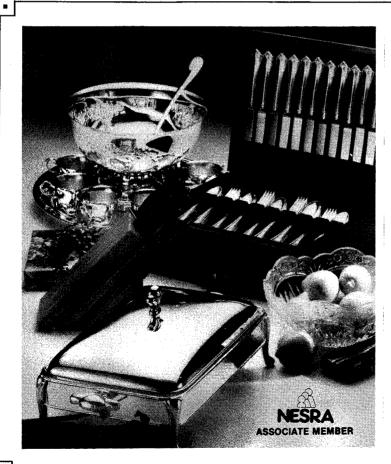
- Health care workers, including volunteer care-givers
- Household members, including children, of high-risk individuals.

There are some people who should not receive influenza vaccine: those with severe allergy to eggs (the virus from which the vaccine is made is grown in eggs) and people suffering from an acute illness that is accompanied by fever. (Immunization can take place once symptoms have abated, however.)

Vaccination may not protect 100 percent of susceptible individuals.

To organize on-site flu vaccinations for employees, contact your local department of health, visiting nurses association, American Lung Association or local board of health or shopping centers.

Michelle Nagel is senior account executive with Cooney Waters, New York, New York a public relations firm representing Connaught Laboratories.



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Flu Shots May Reduce Sick Days

by Michelle Nagel

Some NESRA
members
coordinate
on-site flu
vaccinations.
Here's an
explanation
of why
people
should be
vaccinated.

he best defense against the flu is an annual shot. With the arrival of cooler weather, comes an unwelcome visitor—influenza. However, there is a way to escape the scourge of the flu, which is to get an annual flu shot. According to the Immunization Practices Advisory Committee of the Centers for Disease Control and Prevention, any person who wishes to reduce the chance of acquiring influenza should consider getting a flu shot.

Shot is Yearly Event

To prevent influenza, it is necessary to get a flu shot every year. Influenza viruses can change from one year to the next. The influenza vaccine is reformulated annually to incorporate antigens of the strains of the virus that are expected to prevail in the next flu season. Thus, anyone wishing to avoid falling ill with this nasty virus should get vaccinated in October or November, before flu season hits.

The 1995-96 influenza vaccine is composed of the following: A/Johannesburg/ 33/94-like (H3N2), a new strain; A/Texas/36/91-like (H1N1), a strain that was included in the 1994-95 vaccine; and B-Beijing/184/93-like viruses, also a new strain this year. The actual B strain used by U.S. vaccine manufacturers will be B/Harbin/07/94, which is antigenetically the same as B-Beijing/184/93, but grows better, enabling manufacturers to make enough vaccine to meet demand.

Disrupting Busy Lives

Although the flu can be avoided with one simple shot, many people don't heed the warning. According to the National Center for Health Statistics, influenza caused Americans to miss more than 52 million work days and 43 million school days in 1992. What statistics can't calculate is the amount of human misery

caused by the flu over and above the physical symptoms of the viral infection.

Working parents felled by flu may barely be able to juggle a cup and saucer—let alone the pressures of the job, child-care arrangements, household responsibilities and possibly the needs of elderly parents as well. Influenza can result in costly cancellation of winter travel plans or force a vacationer onto a sick bed instead of a beach blanket. A bout of flu can derail the holiday shopping schedule and disrupt celebrations. And if you happen to be planning a major event such as a wedding, imagine coping with fever, cough and exhaustion of influenza on that trip down the aisle

Optimal Time for Flu Shot

Flu season generally begins in December and extends through March, usually peaking in January and February. For maximum protection from the virus—which is highly contagious and spreads through the air or by direct hand contact—the optimal time for a flu shot is from mid-October through mid-November.

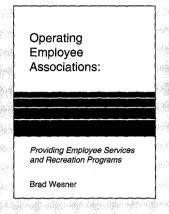
According to Steven R. Mostow, M.D., chairman of the department of medicine at Rose Medical Center in Denver, professor of medicine at the University of Colorado Health Sciences Center and a longtime educator on flu prevention, it is easy to avoid the inconvenience, suffering and, for certain individuals, what may be dangerous consequences of infection. "Vaccination is our most effective means of preventing flu," he says. Vaccinations, however, may not protect 100 percent of susceptible individuals.

Dr. Mostow points out that, contrary to what some people believe, it is impossible to get influenza from a flu shot. "The vaccine is made from inactivated virus," he notes. "It is

(continued on page 34)

Operating Employee Associations:

Providing Employee Services and Recreation Programs



Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

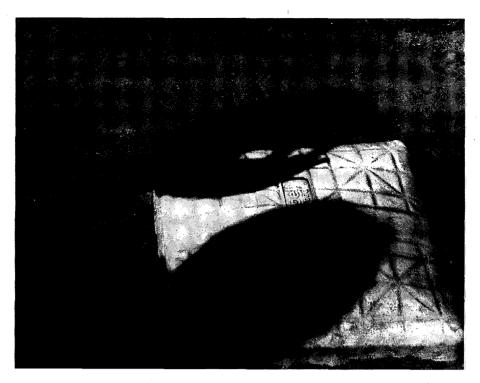
Key topics include:

- **History** and **philosophy** of employee associations
- Dealing with **tasks**: business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
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- Samples of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

Whether you have an existing employee recreation association or are looking to start one, this book is a must!

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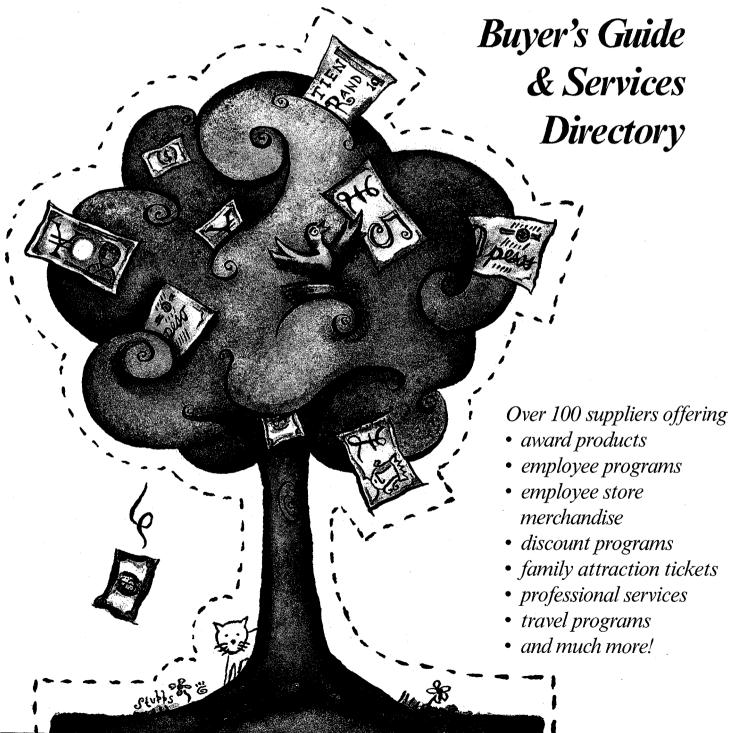


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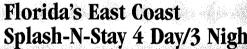
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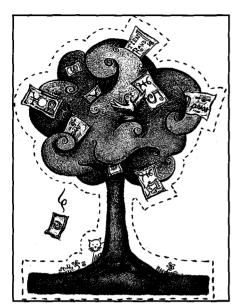
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1995

CONTENTS



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Departments

- 4 News in Brief
- 19 Ad Index
- A City-Wide Wellness
 Worksite Intervention
 Program
 By Lisa Lorenzini, MPH,
 CHES and Naomi Modeste,
 Dr. PH, CHES
- When Employees
 Moved, LERC
 Followed Them
 By John Blowers and
 Craig Wilsman, CESRA
- 32 1995 Employee ServicesManagement Editorial Index
- Tell 'Em About It:
 New Discount
 Offerings
 By James M. Yasinow

Volume 38, Number 10 November/December 1995

Features

7 Increasing Membership in an Employee Association

If your board of directors called for you to increase your membership by 10 percent and increase your dues \$5 a member, what would you do? This article gives you the know-how to effectively recruit, retain and increase membership.

By Bob Crunstedt, CESRA

13 Opening Corporate Facilities to the Community

Your company's meeting rooms, cafeterias, atriums and other facilities may appeal to members of your community who want to hold banquets, meetings, book fairs, etc.

Making your facilities available enhances your image in the community and can potentially generate income.

By Ann Denise Jameson, CESRA

17 Why Use A Travel Agent?

Planning a group trip means taking responsibility. There are some advantages to working with a travel agent.

By American Society of Travel Agents

B1 NESRA's 1995 Buyer's Guide & Services Directory

This directory of NESRA National Associate Members and participating Local Associate Members gives you over 100 products/services to offer your employees. Look for great discounts and easy purchasing options. You'll find service awards, travel packages, a variety of employee store merchandise, service providers such as photofinishers and special event planners, and much, much more. File this *Buyer's Guide & Services Directory* and look for new National Associate Members listed throughout the year in this magazine in the "Buyer's Guide Update" section. New this year, NESRA offers you the chance to purchase multiple copies of this directory to distribute to your employees (See ads pages 11 & 19).

Plan now to attend this NESRA Regional Conference

February 15-17, 1996—Southeast Region Conference, Clarion Hotel, Orlando, FL. To receive information, call Cindy Jameson, CESRA, (813) 579-8600 or David Bell (407) 826-7433.

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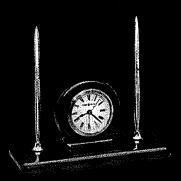


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NEWS

IN BRIEF

▼ Companies Aren't Really Global

T.S. companies aren't as global as they think, reports Personnel Journal. Of the 34 organizational capabilities listed by respondents to a Gemini Consulting survey conducted by Douglas A. Ready, executive director of the International Consortium for Executive Development Research, not one of nine global capabilities was even listed in the top 10 in order of importance. Of the 34 capabilities, companies ranked their effectiveness at

instilling a global mindset last. And less than 15 percent of the respondents selected instilling a global mindset as a factor for success.

Inplacement Keeps Costs Down

I nplacement, is the process of finding a valued worker reemployment within the organization, reports Association Management from Wonderlic Personnel Test, Libertyville, IL. Inplacement requires matching a worker's skills to a particular job or

function. Using inplacement, keeps a company's investment in training and future leadership while avoiding costly severance packages, possible litigation, or potential loss of seasoned workers to a competitor.

Employees who are inplaced can shift their career direction and keep their benefits, seniority and the security of a paycheck.

▼ Headaches Cost More Than You Think

H eadaches have outplaced back pain as the leading cause of absenteeism in the U.S., reports *Performance*. Roughly \$57 billion each year is spent in costs lost to ineffective working time, missed workdays and medical expenses. Some companies are starting to deal with headaches by offering free classes in stress management and relaxation techniques.

Other companies have employees keep diaries to determine what activities and stress levels seem to bring about head pain, and teach employees biofeedback methods to lessen pain.

Companies say employees should use

muscle relaxation exercises when they are under stress, to cut head pain before it becomes too intense. Many headaches are due to an employee's lifestyle. A different diet or mild exercise may help with the headaches.

Companies Unload Real Estate

To help with their productivity and profits, companies are selling off chunks of unneeded real estate, says Crain's Chicago Business. On average, real estate represents about 25 percent of the assets of a Fortune 500 company. The advances in telecommunications is causing this releasing of assets.

The traditional office is being replaced by office hoteling, telecommuting, and the virtual office.

Employees are working out of their homes, out of their cars, at a client's office or wherever they are with their PCs and modems. Some employees don't have a permanently assigned workspace, they set up camp in whatever office is empty.

At the forefront of this trend are sales forces.

Keeping the Good Ones

The number one concern for businesses is finding and keeping good employees, reports HR Magazine. The businesses' concerns are rounded out with improving customer service, increasing sales, cutting operating costs and the condition of the economy.

This shows that companies link their success with the quality of employees in the workforce. Salespeople at major companies commonly no longer have permanently assigned offices but instead work out of their cars in their new virtual-office environment. Salespeople have always spent a lot of time on the road, but usually had a permanent office where they could make calls and complete paperwork. Now a salesperson might visit the office only once or twice a week and use whatever workspace is available.

Technical Workers' Ranks Increase

The number of technical workers has increased nearly 300 percent since 1950, triple the growth rate for the entire work force, reports Fortune magazine. One out of every four new jobs go to a technical worker and the Bureau of Labor Statistics (BLS) forecasts that this group will represent a fifth of total employment within a decade.

As more companies rely on technology to help eliminate quality defects, speed up product development, and improve customer service, technicians become the front-line workers they depend on. Technical workers help design, manufacture and service medical devices. Engineering technicians test the integrity of materials used in the construction of bridges, buildings and dams. They develop and take care of the computer and telecommunications

networks that keep business running and they produce computer-graphic presentations.

Some organizations are making a technical specialty a prerequisite for career growth. Companies that want to promote technicians into management positions need to learn new ways of managing, motivating and rewarding them.

Screen Employees For Violent Risk

workers on the rise, more employers are hoping to avoid "if onlys" and find ways to prevent the incidents in the first place. A nationwide applicant screening service believes a powerful combination of personality testing and thorough background checks can often check out an applicant.

National Employment
Screening Services (NESS)
utilizes in-depth
background checking and a
series of personality tests
known as the Hogan Test
to identify strengths and
weaknesses in job
applicants. The Profile part
of the test detects negative
traits that can lead to
disruptive or even violent
workplace behavior and
reveals such traits to the
prospective employer.

The Profile portion of the Hogan Test evaluates the applicant's dark side, detecting traits that could lead to negative behavior in the workplace. Other areas of the test evaluate the applicant's bright side,



A ccording to figures from the Sporting Goods
Manufacturers Association (SGMA), hiking and backpacking are popular outdoor activities. Maybe your employees enjoy these activities too. Hiking has more participants (18.9 million) than many other outdoor activities, such as cross-country skiing, downhill skiing, mountain biking, mountain-rock climbing, saltwater fishing, fly fishing, water skiing and shooting (sporting clays).

Since 1987, there has been a statistically-significant increase in the number of people who went hiking/backpacking 52 days or more a year, from 381,000 in 1987 to 799,000 in 1993, a 109.7 percent improvement.

While the 18-54 year-old age group contains the most hikers, 65 percent of all participants, the highest rate of participation can be found among 12-17 year olds.

The largest percentage, nearly 35 percent, of all hikers and backpackers live in the West. In the continental U.S., Utah and Idaho have the highest rate of participation for hiking and backpacking; California and Washington have the largest overall number of hikers and backpackers.

measuring, among other things, customer service ability, personal motivation, honesty, stress tolerance, management potential and sales skills. National Employment Screening Services can be reached at (800) 584-4199.

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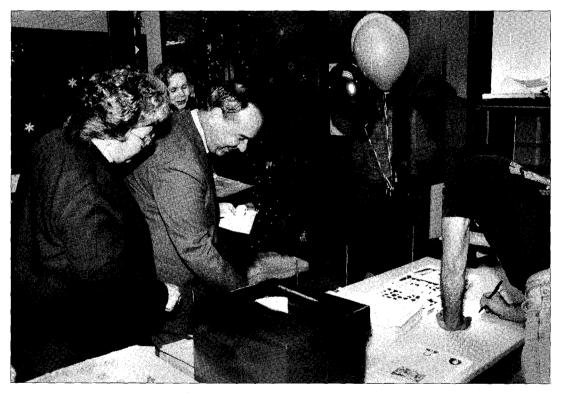
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Increasing Membership in an Employee Association

by Bob Crunstedt, CESRA



One way to motivate employees to join or rejoin your association is by giving those who sign up a chance to win a prize.

ell you are not the first association leader to face this situation—myself included. When your association is brand new building its membership is comparatively easy. Employees are curious about the new organization and its benefits. Providing

incentives to those who sign up as charter members or member-get-a-member campaigns, even door prize drawings, are fun ways to attract interest. But as your association matures and the corporation downsizes, member retention becomes difficult and increasing membership, even a greater challenge. Promotional efforts, while well

The board of directors from your employees' association has created a goal to increase membership by 10 percent and better vet, decided that annual dues need to go up another \$5 per member. This decision, combined with a recent announcement of another corporate layoff, makes you wonder when will the good news end?

intended, are only part of the strategy. You need a plan to improve the *value* of a membership so that employees will not only join the first time, but will stay enrolled year after year.

Assessment

First, ask yourself some questions about the *value* of a membership in your association:

- What are the main reasons an employee joins your association?
- 2. Once they join, where is the *value* in their membership? Can this *value* be quantified (i.e. in terms of discounts, time saved or reduced participation fees)? The table may be just one way to quantify some of this *value*. (See Table 1)

Table 1

Average use core programs/service	es Savings
4 - state fair tickets	\$ 8
4 - amusement park tickets	\$ 10
8 - movie theater discount tickets	<u>\$ 10</u>
SUBTOTAL (CORE) SAVINGS	\$ 28
Popular programs/services	Savings
Employee purchase program	\$ 5 - \$ 100
Special family events/picnic	\$5-\$100
Vacation discount cards	\$5-\$ 50
Vendor discount referrals	\$ 5 - \$ 200
Pro sports reserved seats	\$2-\$ 20
Employee sports programs	\$5-\$ 10
Employee special interest clubs	\$ 5 - \$ 10
	<u> </u>

- What improvements have been made to the programs and services that serve popular interest areas? Can these improvements be quantified?
- Where do you have opportunities to improve membership *value?*

Research

This leads to the next step, which is the research phase. You'll want to consult a number of resources to get ideas. Many associations conduct member surveys ranging from a few questions on a postcard to a full, computertabulated, random sample interest assessment. Others conduct telephone interviews or

listening sessions over lunch. I like to network among my peers in NESRA or contact the human resources departments in peer companies. There is also great material at the local library in related human resource and business journals. The point is to get input from a variety of internal and external sources to gain different perspectives.

Planning

Armed with information from, and about, your members, you can set up a matrix like the one in Table 2 that will categorize the programs and services of your association according to interest and participation. It will help to identify elements of your association with higher *value* over others and flush out opportunities where you can strengthen or improve *value*.

Now remember why members joined your association? Also what ideas and perspectives did you get from the resources you consulted? Take that information and look at the programs and services listed in one of the matrix boxes, say the box with programs of "high interest and high participation."

Discount general admission tickets rank high in interest and participation. 1) What improvements have been made in this area and, 2) what opportunities are there to improve member value? Can you add more ticket outlets? How about increasing the hours or increasing the variety of tickets? Can you increase the level of discount or improve publicity? You can make another matrix for discount tickets and plot your ideas comparing their level of administration and cost.

Go through this exercise with other programs in this same box, as well as with other quadrants of the matrix. Once you have identified the opportunities, you develop a plan to implement those that will deliver the greatest improvement in membership value for the largest number of members possible. So long as you strive towards improving value, in ways that are real and substantial, employees will want to become a part of your organization and remain so from one year to the next.

Finally, to "supplement" your planning there are some standard (and not so standard) methods that many associations use to recruit, retain and increase membership. Here is a partial list (in no particular order) that you can add to:

1. It is effective to recruit members when employees first join the company. This

Table 2 Overall Member Interest and **Participation Matrix** Higher interest Lower interest Discount general admission tickets Sports and recreation leagues Discount directory Vacation amusement discounts Ticket outlets **Employee stores** Location sales Self-service photofinishing part. Company wall calendar **Tournaments** Group outings Special interest groups Mail order catalog Season ticket program Voluntary interest free payroll deduction program* Wall calendar photo contest Voluntary interest free payroll Family activities* deduction catalog** Employee store @ other locations* Wedding stationary program Lo Affinity credit card program part. New services *Not presently available

means providing promotional materials at employee orientations so you can get them signed up while they are filling out forms for everything else.

- Have membership promotion materials available at guard desks, brochure racks, plant and cafeteria entrances, break areas, ticket outlets, at your events, employee stores and even as tote/ shopping bag stuffers if you have a picnic or special employee sale.
- Make sure members of your board have materials, too. Many associations use a building or department rep concept whereby a network of employee leaders are provided membership materials and incentives for new member sign-ups.
- A prize drawing for new or renewing

- members is sometimes used. This same approach is used as incentive for a member-get-a member campaigns, too. If company policy permits, consider talking with associate members from your local NESRA chapter to donate merchandise or services for a new member or a re-enrollment campaign.
- With the proliferation of home video equipment, use a home videotape from a recent event to visually convey the fun and appreciation of your activities. Hint: footage of children enjoying activities is effective and eye-catching especially in a corporate setting. Combine the video presentation with a sign-up table in the plant or cafeteria entrance. Have some free coffee, too.



When it comes time to plan a trip for your group, there's one certain sign of success. Best Western. The new sign is just a symbol of the many exciting changes happening at Best Western.

Best Western properties have spent more than a billion dollars upgrading their hotels making sure that you and your group always have a clean, comfortable room in whichever Best Western you visit.

With 3,400 locations in more than 60 countries, including 1,900 in North America, you're certain to find a Best Western just about anywhere you're headed.

To make planning your trip a breeze, there's the Best Western Affinity Group Rate Directory. Just call 1-800-528-1231 for a FREE copy or to make reservations. Or contact your local tour operator.

So the next time you round up the group and head out of town, head for the new blue sign. It's your sure sign of staying in the next best place to home.

Your Best Bet Is A Best Western



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- have a membership packet available. In the packet provide some coupons. These coupons can be redeemable for a discount on merchandise in an employee store, for company manufactured merchandise, for general admission tickets or other products and services provided by associates from your local NESRA chapter. You are providing immediate return on their membership and an advertising opportunity for the associates; an approach where everyone wins.
- Recruit your CEO and other members of management including your corporate vice president of human resources. This makes for a great photo opportunity. But here's a hint: when you recruit them, make it in conjunction with participation in a program or service that you know they would be personally interested in such as the annual golf tournament, the employee picnic or maybe a symphony orchestra concert event.
- communicating your membership message. Is it upbeat and positive? Is it something you would want to be a part of? Consider a theme like, "We add value" or "This Club's For You" or "Employee club membership, don't go home without it." Stand out—get your message noticed—make them WANT to be part of the action.
- Consider recruiting in segments that you may have had less emphasis upon in the past: retirees, second and third-shift employees, even support services personnel, overloads or contractors. In the latter case my association has created an "associate" status and reports the fee as unrelated, non-exempt revenue.
- fee you might consider the use of recurring automatic payroll deduction of dues. This reduces the amount of administration as memberships will be automatically renewed. Members then need to notify you when they wish to withdraw and to stop the deduction before the next payment deadline. Although dues can be deducted for any period (e.g. monthly, quarterly, etc.) I would recommend annually to minimize administration and costs.

Conclusion

Again, there are many ways to be resourceful and creative. But the key word to always remember is *VALUE*. You are essentially selling something, in this case, a membership to your association. And in the end, you will still need to prove to your customers that you are providing *value*. Good luck with your planning and creative promotional ideas to recruit, retain and increase membership in your association!



Bob Crunstedt, CESRA, is a Past President of NESRA and serves as the executive director for the Honeywell Employee Club Minneapolis, Inc., serving 6,000 employees and retirees in the Minneapolis/St. Paul, MN area.



When enrolling or re-enrolling members have a membership packet available. In the packet provide some coupons. These coupons can be redeemable for a discount on merchandise in an employee store, for company manufactured merchandise, for general admission tickets or other products and services.

Purchase copies of NESRA's Buyer's Guide & Services Directory for your employees!

NESRA can save you time and energy duplicating the directory.

Buy them in quantities. 10 directories @ \$12 25 directories @ \$27 50 directories @ \$48 100 directories @ \$90

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Company		directories, I've enclosed a check fo
Address		S
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SCHAUMBURG, ILLINOIS (NW suburbs of Chicago) (708) 882-1496 • (800) 544-2001

KISSIMMEE, FLORIDA (near Walt Disney World) (407) 239-8666 • (800) 229-8300

DALLAS, TEXAS (across from the Market Center) (214) 761-1801 • (800) 229-9900

TORONTO, ONTARIO, CANADA (Exhibition Place, Dufferin Gate) (416) 260-1234 • (800) 563-1190

MYRTLE BEACH, SO. CAROLINA (at Fantasy Harbor) (803) 236-8080 • (800) 436-4FUN

© Medieval Times Dinner & Tournament

Opening Corporate Facilities to the Community

by Ann Denise Jameson, CESRA

TT Hartford Life
Insurance
Company
Headquarters in
Simsbury, CT has
developed a strong voice
and presence in its
hometown community.

A Request Is All It Took

This corporate image did not flourish until five years ago when the company determined that a business position was necessary to foster and develop the community presence of ITT Hartford Life. Before that, the building of Italian pink marble and granite was defined as a somewhat nonparticipatory taxpayer in the town. There was very little contact with the outside world.

What happened that made us change? How would the new role be defined?

For the most part, Hartford Life was challenged to develop a positive link with organizations in the town and to educate internal and external communities as to the company's goals and objectives within this process.

The first organization to approach us for use of our expansive facility was the Hartford Symphony Orchestra, which was looking for a facility to hold its black tie fund-raising gala. It worked with a vendor who came in and redesigned the atrium area to give it a beach atmosphere with sand and umbrellas. Then the Simsbury High School approached us requesting to hold a sports awards banquet at our facility. Since its first successful award banquet in our cafeteria, Simsbury High School has annually held



Inside facilities like your cafeteria, atrium, meeting rooms and your outside facilities such as patios and parking lots may appeal to community groups.

several other award banquets at our site for various leagues sponsored at the school—swim team, lacrosse, football, basketball—if the school provides the sport, we probably host the banquet.

The high school sees our cafeteria as a cost-saving option for its events. Choosing it, the high school is able to eliminate the room rental fee charged by area restaurants.

Available Facilities

ITT Hartford has eight areas suitable for special events, banquets and meetings. They are highlighted in Table A.

Table A

Available Facilities

- The cafeteria: 12,300 square feet/600 capacity. It can be used for meetings, classes, lectures, banquets, fashion shows, auctions, social events and receptions.
- North Atrium: 2,400 square feet can be used for receptions.
- South Atrium: 2,650 square feet can be used for receptions and banquets.
- North entrance: Outside area used for general meetings, plant sales, pony rides for parties, pumpkin patch, etc.
- Terrace: 7,000 square feet can be used for receptions.
- Executive dining room: 950 square feet/60 capacity can be used for luncheons/dinners, receptions, classes/ meetings.
- Multi-purpose room: 1,340 square feet/130 capacity can be used for meetings, classes, lectures.
- Conference rooms: Various rooms, some with the availability for teleconferencing and rear-view projection options.

Outlining Our Offerings

It is appropriate to define what it means to 'host' an event. By assuming the costs associated with the facility operation, the company is giving added value to the success of the nonprofit organization—there is no room rental charge; we provide security staff, set-up and maintenance support, helium and balloons for decor, audio/visual equipment and a technician and event hostess at no cost to the contracting group. The commitment on the part of the group using the facility is related to a moderate catering cost, providing completion of required forms and

providing a list of guests. Our food service representatives work with a group to develop a menu for the event. This can become a revenue generator for the cafeteria in some cases and in others, the cafeteria simply breaks even.

All groups must complete and submit for approval standard documentation. The documents are reviewed by a staff assistant and approved by the manager of Community Affairs and Employee Services. Table B outlines the general information requirements. Both the coordination and execution of external usage of the facility as well as usage by business clients, is handled by a staff assistant.

The group is required by the company's security department, to provide a list of guests prior to the event. Security requires knowing who is in the building at all times

It is also required that the group must obey state laws

and company policy regarding liquor consumption. These laws and policies allow a bar to be open for one hour provided ITT Hartford or its cafeteria vendor does not purchase the alcohol (the group must purchase it) and it can only be dispensed by food service employees. Alcohol cannot be purchased by attendees at the event, instead, the ticket price must include the cost of alcoholic beverages. It is important for every company considering making their facilities available to look into state laws and company policies regarding serving alcohol and to clearly state what is not allowed in your paperwork for the rental group.

The guidelines established for facility usage provide the building to charitable, education, civic, cultural and other nonprofit organizations; the building is not available for commercial uses; special

Table B

Standard Documentation

Not-for-Profit Organizations wishing to hold an event at ITT Hartford must answer the following questions:

- Describe support, if any, provided by the United Way
- Describe affiliation with any other organization
- List grants or other financial support from ITT Hartford within the past two years
- Effective date of 501(c)(3)
- Describe type of fundraising to take place (type of item(s) offered for sale)
- How do you recruit volunteers?
- Outline your display requirements
- Attach a sample of the brochure describing the event and your association or other handout materials

interest groups and other organizations whose activities are limited to one segment of the population; or political organizations in support of any candidate or policy.

Anyone considering opening the use of its company's corporate facilities should carefully review its company's liability insurance coverage to be sure mishaps that can happen during nonwork hours among nonemployees will be covered by the insurance policy. If you have a legal department, consult with the experts to be sure you have the proper coverage.

Being Inventive With Available Resources

The building design is conducive to meetings, gatherings and special events. Since the facility was primarily built for business usage-general office and administrative space limit other uses. This internal building structure provides some major challenges. We use seating plans to accommodate structural poles and other sight barriers, audio/visual equipment and decorations to create an ambiance in some of the areas. We depend heavily on the creativity and outstanding skills of our building maintenance staff to restructure a given area to accommodate various conference, event or meeting scenarios.

The cafeteria supports major gatherings for business and provides daily seating for breakfast and

Reservation Form ITT Hartford Hartford Life Insurance Facility 200 Hopmeadow Street - Simsbury, Connecticut Facility Requirements for: Day: Expected Attendance: [minimum count for external events is 100; please confirm attendance count two (2) days prior to event) Expense Code: Time Specifications: ipecifications. Time: Moming Start Time: Start Time: Start Time: Start Time: Time: Start Time: St ☐ Afternoon Evenina End Time: [it is requested that an event does not exceed a time frame to 11:00 P.M. or a five-hour (5) event period] Requested Location: Cafeteria П П Terrace North Atrium 0 **Executive Dining Room** П 0 П South Atrium Multi-Purpose Room North Entrance Conference Room A2B-C ٥ Service/Equipment Requirements: Tables ___ number П Video Camera П o Chairs Conference Telephone number 0 a Theatre Style Arrangement ٥ Easel Banquet Style Arrangement * ٥ Flipchart ٥ Cafeteria Style Arrangement Overhead Projector ٥ ٥ Award/Display Table Podium with Microphone П J * Special Table/Site Arrangement П 0 Screen [please attach proposed floor plan] Slide Projector with Cassette O Coat racks o 1/2 in. VHS and 3/4 in. BETA ٥ **Electronic White Board** Piano а Platforms □-2 or □-4 ٥ Backdrop Panels Speaker Chair(s) ____ number ٥ MegaStag J Laser Pointer ٥ Extension cords o o Helium Tank/Balloons a Telephone Service Flowers/Plants Wall Construction П Cafeteria Service [contact: Harvey Cormier - 843-3095]: Buffet Service □ Coffee □ Danish Waitress Service ☐ Tea **Doughnuts** 0 ☐ Sanka 0 **Muffins** Service Time: _____ ☐ Milk □ Cookies ☐ Cheeses/Crackers ☐ Juice ☐ Soda Fresh Fruits Punch ☐ Vegetables/Crudite □ Alcoholic Beverage ☐ Hors d'oeuvres [service start time 5:00 P.M.] □ Specific Menu Signature: Send to: Valeria Przybysz, Administrator Date: ITT Hartford Life Corporate Relations Contact Address: _ P.O. Box 2999 Telephone: Hartford, CT 06104-2999

(203) 843-3045 / (203) 843-3390 FAX

Our cafeteria has served as a gymnasium area for team-building events; has been transformed to resemble the interior of a cruise ship and

casino . . .

lunch services. It has also served as a gymnasium area for team-building events; has been dressed up for

Easter,
Halloween and
holiday parties;
has been
transformed to
resemble the
interior of a
cruise ship and
casino and has
provided a
country aura for
auction and
western dance
events.

However, we are not totally confined by the constructed building, because our physical ground architecture provides us or any of our clients with the option of external usage. In past years, we have held meetings outdoors on the brick courtyard, have presented activities in an outside terrace seating venue and have transformed the normal parking lot into a display park for antique and classic cars, with event proceeds benefiting town agencies.

In the nearly 10 years that we have resided in the beautiful Simsbury setting, we have hosted events for children, provided phone lines for the elderly to contact family and friends during the holiday seasons; developed a phone bank setting to enable fundraising goals be met through phone-a-thon activities and hosted safety awareness events.

A diversity of groups have honored us with their use of our facilities: Chamber of Commerce; Rotary Club; YMCA; Boy Scouts; Girl Scouts; Emergency Service Groups (Fire/Police/Ambulance/Life Start); paralympic and special care agencies; health care organizations; individual agencies under the umbrella of the United Way/Combined Health

Appeal organization; Visiting Nurse Association; Very Special Arts; Junior Women Clubs and others.

The facility has received its wealth of honors through recognition by the Simsbury and surrounding area residents and in receiving architectural awards, landscaping and ground design awards and overall image design acknowledgment.

It's Been Worth It

We enjoy our relationship with our community. What gives us that special glow? It is the pride we feel when our guests say thank you...we had a wonderful time...your facility is beautiful...we hope you will invite us back...



Ann Denise Jameson, CESRA, is manager, community affairs and employee services for ITT Hartford in Simsbury, CT. Jameson also serves on NESRA's Board of Directors as Northeast Region National Director.



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Why Use A Travel Agent?

By the American Society of Travel Agents, Inc.

Why use a travel agent?

For savings and convenience. Planning a trip today can be confusing and time consuming. A travel agent not only arranges the various modes of transportation, but also may be able to save you money with early booking discounts, special fares, accommodation details and travel advisories. Best of all, most agency services are free because travel agents are paid directly by travel suppliers.

How do you find a good travel agent?

Choose one like you would a doctor or lawyer. Get advice from friends and relatives who use an agent they trust. Since travel choices are personal decisions that reflect individual desires and lifestyles, you will want to visit or call several agencies to find the one that best suits your needs. Consider everything from the appearance of the office to the agent's willingness to listen and answer questions. The best agents want to establish a long-term relationship with a client, not just make one sale.

What should be the determining factor in choosing a travel agency?

Your agency should belong to a national association. It should encourage continuing education among its staff, operate under a code of ethics and it should have access to major networks of travel information. For example, travel agents that belong to the American Society of Travel Agents, Inc. (ASTA), can network with 25,000 members in 135 countries. ASTA is the largest and most influential travel trade association in the world. Membership includes travel agencies, airlines, hotels, railroads,

cruise lines, tour operators, car rental companies and travel schools. Through its continuing education and training programs, ASTA prepares its members to operate high-caliber, competitive businesses. Members also have the ASTA Travel Agent Manual, the only comprehensive guide to operating a travel agency. Due to the Society's on-going educational programs, resource materials and stringent Code of Ethics, ASTA travel agents are known as dedicated, hardworking professionals who provide superior service to their customers.

What special services do travel agencies offer?

As the industry grows more competitive travel agencies increase the quality and type of services they offer. Agents can arrange all types of domestic and international travel, from hotel and resort accommodations to air and ground transportation, including car rental needs and tour packages. They can provide assistance with insurance protection, passport and visa applications, inoculation procedures and other foreign travel requirements. Many have toll-free phone numbers and offer meeting planning and incentive travel services.

Some agents maintain automated individual profiles that include the client's frequent flyer number, airline seating preference, smoking or non-smoking designation and other specifications for a custom-designed trip. Boarding passes are often issued in advance as an added convenience. Arrangements can also be tailored to suit business and vacation objectives, personal interests and budget concerns. Although most provide a wide range of services, some agencies

may specialize in areas such as family travel, group travel, incentive travel, travel for the disabled, etc.

How do I know if my travel agent is consumer-conscious?

Membership in a national association is a sign of consumer awareness. The society works on behalf of its members to support pro-consumer protection on issues like airline bankruptcy and travel safety.

How do I know if my travel agent is well trained?

Ask about your agent's professional background. Many have been trained in business management, travel and tourism or geography. Others have supplemented their agency experience with extensive education and training courses such as ASTA's Travel Management Academy, one of the most intensive programs in the industry. Some travel agents are Certified Travel Counselors (CTC), having completed an educational program with the Institute of Certified Travel Agents.

Who uses travel agents?

Travel agents are the leading distributors of travel products and services. Agents book 80 percent of all air travel, 30 percent of all hotel reservations and 95 percent of all cruise reservations. Agents are the only unbiased professionals who can sort through nearly 100,000 daily changes in airfare alone. Experience, constant industry interaction and computer reservations systems make travel agents the only source savvy enough to engineer a relaxing trip out of the fluctuating complexities of travel offerings.

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- Nine floodlit tennis courts
- International duty-free shopping

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† Chicago rate available on 3 or 4 nights

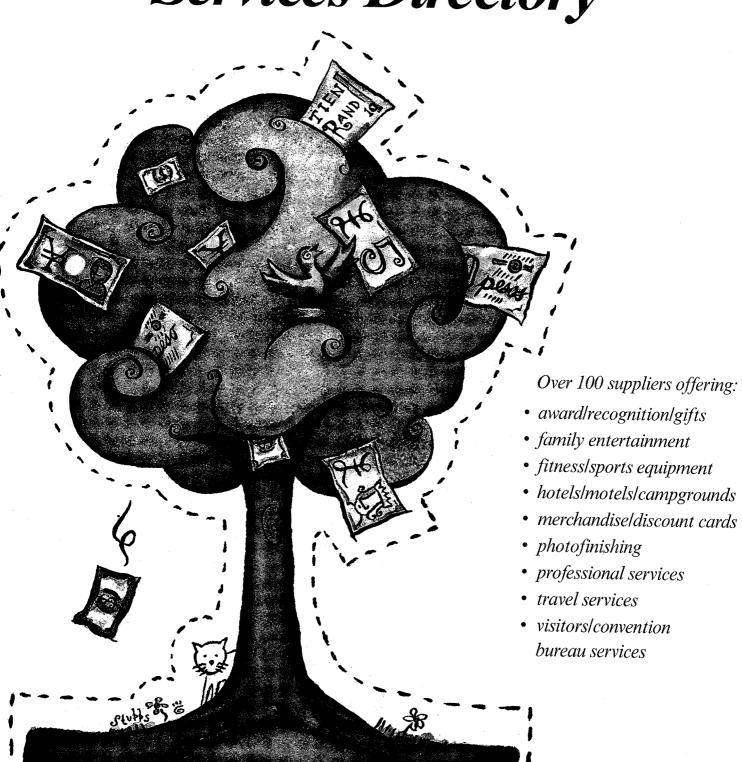
4 & 7 Nights also available. Two daily departures from Ft. Lauderdale.



*Rates per person, double occupancy & Country Club standard. Effective Dec 22, 95 - Feb 13 & Apr 14 - 29, 96 (varies slightly by city, †Chicago program runs thru May 10.). Holiday surcharge may apply. Other rates available thru April 1996. Transfers, Hotel & US Gov't taxes & local airport fee (\$44/3 nts; \$47/3 nts = Bultimore, Chicago & Richmond) added to payment. \$18 Bahamas departure tax/airport fee not included. Flights via Laker Airways thru April 1996. Subject to change, availability, terms & conditions.



NESRA's 1996 Buyer's Guide & Services Directory



Using Your Buyer's Guide and Services Directory

Keep This Issue For Quick Reference

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members printed in **BOLD** along with listings of NESRA Local Associate Members and other suppliers who purchased space in the directory. This directory was developed with information, including prices and descriptions that was furnished by the National Associate Members/suppliers.

This *Buyer's Guide and Services Directory* contains listings as of October 1, 1995. Listings and offerings may change throughout the year. Updates of new Associate Members are listed regularly in *Employee Services Management's* Buyer's Guide Update. Use each Buyer's Guide Update as an appendix to this guide.

Read through the *Buyer's Guide* to see what is available to you and your employees, call the contact listed to receive more information about his/her products/services. Always identify yourself as a NESRA Member when calling and in some cases, the Associate Member may furnish a NESRA identification number to your organization, when this is the case, also use your company's assigned number.

To enhance the use of this *Buyer's Guide*, we provide the following quick reference that contains the nine categories of suppliers, the page on which the category begins and a description of the products/services found in that category:

Awards/Recognition/GiftsB3
Plaques, ribbons, engraved items, or any special type of item used to recognize
employees' merits.
Family EntertainmentB4
Attractions, amusement parks, tourist attractions, shows, family fun places and events
Fitness/Sports Equipment and SportswearB6
Products to assist the promotion of wellness and fitness including sporting goods,
magazines, sports clothing and accessories and those for use in fitness facilities.
Hotels/Resorts/CampgroundsB7
Listed first by multi-locations and then alphabetically by state
Merchandise/Discount CardsB13
Merchandise offered to employees at a discount including discount cards
and services. General merchandise to be sold in an employee store.
PhotofinishingB16
Professional film developing programs to be offered at companies
Specialty/Professional ServicesB17
Services offered, financial, printing, consulting and special event planners
TravelB19
Information on travel by air, car rentals, cruise lines and tours
Visitors/Convention BureausB22
Information on city facilities, campgrounds, etc.

NESRA's Buyer's Guide and Services Directory is published by



National Employee Services and Recreation Association 2211 York Road, Suite 207 Oak Brook, IL 60521-2371 (708) 368-1280 (708) 368-1286 FAX

Awards/ Recognition/ Gifts

Amateur Athletic Union (Presidential Sports Award)

P.O. Box 68207 Indianapolis, IN 46268 (317) 872-2900 Contact: Jean Ann Ruppell

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals

Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis. The award can be earned in 67 different categories and anyone age 6 or older is eligible to participate.

Awards by Kaydan

221 Depot St. Antioch, IL 60002-1508 (708) 395-2900 Contact: Kathy Dreyer

Great American Products

1801 W. 16th St. Broadview, IL 60153 (708) 450-9200 (708) 450-9269 FAX Contact: Jolie Miller

Manufacturers of fine pewter gift items such as belt buckles, keychains, pins, picture frames, letter openers, plaques, pewter embellished glassware and ceramicware. Great American Products is also a licensee of the NFL, NBA, MLB, NHL, NCAA and CBA. NESRA members receive 10 percent off list price.

Bennett Brothers, Inc. 30 E. Adams St. Chicago, IL 60603 (312) 621-1630 (312) 621-1669 FAX Contact: Judy Paoli

Bennett Brothers' Choose-Your-Gift and Prize Book Literature offer 13 price levels from \$16-\$1,000. Forty or more brandname selections in each level. Full-color gift books, prompt fulfillment. Since 1900. Makes gift selection easy. Impact Promotional Products 1546 Main St. Dunedin, FL 34698 (813) 736-6228 (813) 734-8368 FAX Contact: Pat Payer-Kane

The Promotional Products Directory consists of three perfect bound books displaying 10,000 promotional products priced from 1¢-\$1,000. Each book features two reference indexes for quick product look-up under product category and price points. A 25 percent discount will be offered to NESRA members.

International Diamond Center 3696 Ulmerton Rd. Clearwater, FL 34622 (800) 275-3366 (813) 572-7258 (813) 572-6882 FAX Contact: Fred Miller

International Diamond Center is a manufacturing jeweler that offers recognition awards and gift programs tailored to your needs. We create corporate rings and logo jewelry and watches, writing instruments and clocks from desktop to grandfather styles. Our pricing is very competitive. We offer jewelry incentive plans and offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14K and 18K. We can supply through our wholesale division, merchandise for your employee stores. A merchandise discount for NESRA members is also offered. Please call for further information.

Lenox China and Crystal

100 Lenox Dr. Lawrenceville, NJ 08648 (609) 896-2800 (609) 844-1580 FAX Contact: Dennis Wood

Lenox represents the following product lines: Lenox China giftware, lamps, clocks, figurines and dinnerware; Lenox Crystal giftware and stemware; Gorham China dinnerware; Gorham Crystal giftware and stemware; Gorham Sterling flatware; Kirkstieff pewter giftware and sterling flatware.

New England Awards & Specialties

24 Finance Dr. Commerce Park Danbury, CT 06810 (800) 431-1582 (203) 790-7444 (203) 778-8717 FAX Contact: Amy Whalen

Prime manufacturer of customized award products. Awards programs for safety, years-of-service, quality, commitment, sporting events, fundraising, imprintwear, T-shirts, hats, sweats, ad specialties, key tags and pins. We are engraving specialists.

Sayings for You, Inc.

407 Broad Ave. Palisades Park, NJ 07650 (201) 592-0676 (201) 592-0549 FAX Contact: Alan Wendorf

Sayings for You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

Seiko Time

1111 MacArthur Blvd. Mahwah, NJ 07430 (800) 545-2783 Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table, mantel and wall models. Lasalle is the high fashion brand.

Time Products, Int'l.

152 Messner Dr. Wheeling, IL 60090 (708) 459-8885 (708) 459-8111 FAX Contact: Edward Gusfield

Time Products Int'l. is a major electronic importer and manufacturer of innovative electronics, clocks, calculators, watches, radios and sport clocks. We custom make small electronic premiums and gifts along with serving the promotional, premium, trophy and mail-order trades.

Whirley Industries, Inc.

618 Fourth Ave. Warren, PA 16365 (814) 723-7600 (814) 723-3245 FAX Contact: Andrew Sokolski

Whirley Industries, Inc. specializes in custom imprinted thermo mugs, travel mugs and sport bottles used for incentives, recognition, safety programs, marketing, special events, in-house refill programs and store sales.

Zippo Manufacturing Co.

33 Barbour St. Bradford, PA 16701 (814) 368-2700 (800) 362-3598 FAX Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.

Family Entertainment

AMC Theatres

Mainstreet Plaza 1000, Ste. 503 Voorhees, NJ 08043 (609) 751-6300 (609) 751-9139 FAX Contact: Paul McHendry

Join the AMC Corporate Movie Club. Experience "The AMC Difference" at a greatly reduced cost, only \$3.75 per ticket. Minimum 50 tickets. Membership is free. Good nationwide.

Anheuser-Busch Theme Parks

Park 80 W Saddlebrook, NJ 07663 (201) 909-3709 (201) 909-3767 FAX Contact: Craig Batten

Anheuser-Busch Theme Parks offer discounts at the Sea World parks in Orlando, FL; San Diego, CA; Aurora, OH and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia; our water parks, Adventure Island in Tampa

and Water Country USA in Williamsburg, and Cypress Gardens, Winter Haven, FL.

Brunswick Recreation Centers

520 Lake Cook Rd., Ste. 400 Deerfield, IL 60015 (708) 317-7300 (708) 317-0237 FAX Contact: Susan Schory-Jones

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

Discovery Zone L.P.

110 E. Broward Blvd.
Ft. Lauderdale, FL 33301
SE (305) 537-4004 John Longley
NE (201) 292-9800 Jennifer Thieroff
SW (213) 848-2044 Karry Hightower
MW (312) 616-3900 Shawn Moran

Discovery Zone FunCenters are safe, fun, indoor play environments created for children 12 and under operating across the U.S. Activities are family-oriented where parents are encouraged to interact with children. Come anytime, any day for unlimited fun!

Florida Leisure d/b/a Silversprings, Weeki Wachee Spring

6131 Commercial Way Spring Hill, FL 34606 (800) 678-9335 (904) 597-1388 FAX Contact: Inma Caballos De Bullis

Silver Springs and Weeki Wachee Spring are natural family entertainment parks. Wild Waters and Buccaneer Bay are seasonal waterparks. Call for information on free employee discount cards, discounted group rates and picnics.

Grand Canyon Railway (The)

123 N. San Francisco, Ste. 210 Flagstaff, AZ 86004 (602) 773-1976 (602) 773-1610 FAX Contact: Thomas Ripp

The Grand Canyon Railway offers a steam train ride to the Grand Canyon. Take a "step back-in-time" with this magical nostalgic steam train journey to the magnificent South Rim of the Grand Canyon. Depart I-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment.

Group Sales Unlimited

830 E. Higgins Rd., Ste. 115 Schaumburg, IL 60173 (800) 664-9074 (708) 619-9070 (708) 619-9126 FAX Contact: Jon Zaley

Group Sales Unlimited offers discounts to nationally touring shows: Ringling Bros. and Barnum & Bailey Circus, Disney Ice Shows, Harlem Globetrotters, Nickelodeon Live, Stars on Ice, Sesame Street Live and major theatrical productions. Call to establish a discount ticket program in your area.

Madison Square Garden Two Pennsylvania Plaza, Ste. 1590 New York, NY 10121 (212) 465-6080 (212) 465-6092 FAX Contact: Howard Kahn

Madison Square Garden Facility and Group Sales offers a variety of opportunities for your specific needs including the rental of any of our facilities for your special events, catering functions as well as event tickets for organized groups to Madison Square Garden events.

Medieval Times Dinner and Tournament

7662 Beach Blvd. Buena Park, CA 90620-1838 (714) 634-0213 (714) 670-2721 FAX Contact: Jim Lennartson

Medieval Times exclusive KnightClub Card now offers a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at all locations including CA; Chicago; Dallas; FL; NJ; Ontario, Canada; and Myrtle Beach, SC. Come to Medieval Times and have the time of your life. Join royalty in a feast for your eyes, your ears, your appetite and your sense of adventure!

Napa Valley Wine Train 1275 McKinstry St. Napa, CA 94559 (800) 427-4124 (707) 253-9264 FAX internet: http://www.napavalley.com/winetrain.html

nttp://www.napavailey.com/wine Contact: Erica Ercolano

Enjoy Gourmet dining year-round aboard lavishly restored 1915 Pullman Dining cars while gently gliding past picturesque vineyards of Napa Valley. Enjoy lunch, brunch or dinner, 3-hour excursions.

New York Yankees

Yankee Stadium 161st & River Ave. Bronx, NY 10451-2194 (212) 293-4300 (212) 293-6013 Contact: Tony Morante (ext. 552)

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of

12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

Opryland, USA

2802 Opryland Dr. Nashville, TN 37214 (615) 871-6645 (615) 871-6661 FAX Contact: Laura Cason

Take a country vacation in the city. It starts with "Nashville on Stage" featuring performances by Tanya Tucker, George Jones, Johnny Cash and more! Cruise on the General Jackson Showboat and take in a legendary performance of the Grand Ole Opry. Then boot scoot on down to the Wildhorse Saloon and the Ryman Auditorium on the Opryland River Taxis. Catch a variety of shows from country to Broadway at Opryland Themepark, plus rides to entertain all ages. You'll enjoy world-class accommodations at Opryland Hotel. All of this and more waits for you and your family at Opryland USA!

Paramount's Kings Island

c/o Group Sales 6300 Kings Island Dr., P.O. Box 901 Kings Island, OH 45034-0901 (800) 288-0808 (513) 573-5800 Contact: Bill Lane

Paramount's Kings Island: Kings Island, OH, I-71. Paramount's Kings Island, America's premier family theme park,

features rides, shows, games, shops and a water park. Debuting in '96, a new sensation in roller coasters, The Outer Limits™: Flight™. Paramount's Kings Island is open weekends only April 13-May 19, daily May 25-August 25. Thereafter, selected weekends through October 20.

San Diego Zoo San Diego Wild Animal Park

10946 Willow Ct., Ste. 300 San Diego, CA 92127 (619) 557-3990

Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program for companies with 100-plus employees, picnics and group outings for all sizes of groups.

SHEAR MADNESS

National Sales Office 74 Warrenton St. Boston, MA 02116-5622 (800) 992-9035 Contact: Janis James

Shear Madness is the hilarious whodunit where the audience takes a stab at catching the killer. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Delighting audiences in Boston, Chicago and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through '96.

Sony Theatres

205 Dartmouth St. Boston, MA 02116 (800) 576-7849 (617) 425-5177 Contact: Kara Pope

Receive over 30 percent off the regular evening box office price with Sony Theatres Passport Tickets! Passport Tickets can be purchased at your local movie theatre with a company check. Passport Tickets are not valid the first 10 days that a picture opens or where prohibited by contractual obligation.

Sports Marketing Int'l. (SMI, Inc.)

150 North St., Ste. 26 Pittsfield, MA 01201 (800) 320-1733 Reserv. (413) 499-1733 (413) 499-3820 FAX Contact: Cliff Fields

Moscow State Ballet's enchanting Nutcracker 1995 Tour Nov. 18-Dec. 29. Fabulous dancing and characterizations, loved by all generations. Russian souvenirs. Tour includes Providence, RI; New Haven, CT; Syracuse, NY; Washington, DC; Durham, NC; Philadelphia, PA; Hamilton, ON; Myrtle Beach, SC; Memphis, TN; Binghamton, NY; Providence, RI. Tickets: \$17.50-\$39.50 (Washington, D.C. Box seats \$45). NESRA members receive a 10 percent discount. Please inquire about 40 percent discounts on gold circle seating.

United Artists Theatre Circuit, Inc.

9110 E. Nichols Ave., Ste. 200 Englewood, CO 80112-3451 (303) 792-8773 (303) 790-8907 FAX Contact: Joanne Dunn

United Artists VIP Theatre Tickets offer an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices, VIP Tickets can be re-sold to employees, or given as a gift, prize or reward. Valid at any United Artists Theatre nationwide.

Universal Studios Florida

1000 Universal Studios Plaza Orlando, FL 32819-7605 (407) 363-8214 (407) 354-6756 FAX Contact: Randy Gerber Twee Owens

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

Tell them you found them in NESRA's Buyer's Guide!



Universal Studios Hollywood

P.O. Box 8620 Universal City, CA 91608 (714) 634-3663 (Fan Club Hotline) (818) 622-6844 (Corp. Programs) Contact: Susan McCloskey

Live the movies at the world's biggest and busiest motion picture studio! Scream through time on Back To The Future...The Ride. Feel the fury of Backdraft-Live! Catch our new Flintstones Show, a live Rockstravaganza, Fly with E.T. and much, much more. At Universal Studios Hollywood, no one makes believe like we do. Discount programs and Fan Club opportunities are available to all NESRA members.

Walt Disney's Magic Kingdom Club

P.O. Box 4489 Anaheim, CA 92803-4489 (714) 520-2500 Contact: Any Representative

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort, Walt Disney World Resort, Disneyland Paris and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or recreation

Westbury Music Fair 960 Brush Hollow Rd. Westbury, NY 11590 (516) 333-0002 (516) 333-7991 FAX Contact: Susan Gross

office.

Westbury Music Fair is the premier showcase theatre in the Long Island area attracting nearly 500,000 people annually with its lineup of well-known performers including Tony Bennett, Luther Vandross, Patti LaBelle, Bob Hope, Liza Minelli, Kenny Rogers and many more.

Wet'n Wild Florida, Inc.

6200 International Dr. Orlando, FL 32819-8239 (407) 351-1800 (407) 363-1147 FAX Contact: Joy Valha

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX

offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

Wisconsin Dells Ticket Outlet

504A E. Ogden Ave., Ste. 257 Westmont, IL 60559 (708) 654-9495 (708) 654-9434 FAX Contact: Linda Soich

Sales/Marketing organization provides and sells Wisconsin Dells attraction packages to individuals. The packages are marketed to corporate human resource departments. Company employees receive 30-35 percent discount on attraction packages. Employee and corporate incentive packages available.

Wisconsin Dells Vacation 20 Percent Savings Club

560 Wisconsin Dells Pkwy. Wisconsin Dells, WI 53965 (608) 254-2525 (608) 254-6103 FAX Contact: Kristi Meister

This is a discount program that is available for businesses to offer their employees. Please call or FAX for further information.

Wizardz 1000 Universal Center Dr., #217 Universal City, CA 91608 (818) 506-0066 (818) 506-1616 Contact: Diane Western

See the world's top magicians amaze and amuse you while you dine in the elegance of our Theater of Illuzionz. Sip mystical concoctions in our Magic Potionz Lounge and enjoy close-up magic right at your table. Discount cards \$3 off available for NESRA employees.

Fitness/Sports Equipment and Sportswear

College House, Inc. (The)

601 Cantiague Rd. Westbury, NY 11590 (800) 888-7606 (516) 334-7600 (516) 334-7354 FAX Contact: Ned Jones

College House proudly produces a complete line of 100 percent made-in-the-U.S.A. screenprinted and embroidered sportswear. They offer custom, innovative graphics created by its in-house Art Department. Please call for catalog and details about its NESRA program.

Gear For Sports

9700 Commerce Pkwy. Lenexa, KS 66219-2402 (800) 423-5044 (913) 888-0535 (913) 888-4273 FAX Contact: Kirk Kowalewski Daryl Donati

Gear For Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, woven shirts, sweaters and outerwear. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

Hillerich & Bradsby Co., Inc.

P.O. Box 35700 Louisville, KY 40232-5700 (502) 585-5226 (502) 585-5248 FAX Contact: Bill Williams

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielders' gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

RSG Publishing Inc.

40512 Ann Arbor Trail Ann Arbor, MI 48170 (800) 223-5877 (313) 416-5300 (313) 416-5389 FAX Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributer of Michigan and Ohio Golfers Map & Guide and Powers North Eastern States area golf guides. Complete directories of public golf courses with two-for-one green fee discount coupons. NESRA members receive 40 percent discount off cover price. The following guides are also available for '95 publication: Illinois Golfers Map and Guide, Indiana Golfers Map and Guide, and the Western New York and Pennsylvania Golfers Map and Guide.

Swingster Marketing

10450 Holmes Rd. Kansas City, MO 64131 (816) 943-5106 (816) 943-5190 FAX Contact: John Vallejo

Swingster is a full-service apparel manufacturer as well as a "top 10" advertising specialties distributor. Upscale jackets, golfwear, caps and fleece are all included in "in-stock" selection. In-house embroidery, silk-screening and catalog design and production.

Universal Gym Equipment, Inc. 818 Dows Road, S.E. Cedar Rapids, IA 52403 (800) 843-3906 (319) 365-7561 (800) 334-3534 FAX Contact: Toni Mueller

Universal® manufactures a complete line of cardiovascular and strength training equipment. Unitrack™ T-4000, T-3000 and T-2000 treadmills; AerobiCycle® Recumbent and Upright bikes; FitStep™ stairclimbers; ComputeRow® rowing machines, Power Circuit™ single station strength systems and free weights and white powder coated multi-stations. Call for more information or a catalog.

Hotels/ Resorts/ Campgrounds

■ Multi-locations

Amerisuites

1775 The Exchange, Ste. 260 Atlanta, GA 30339 Contact: Michael Panakos (800) 833-1516 (404) 955-9007 (404) 955-3806 FAX

Amerisuites: America's affordable allsuite hotels feature spacious suites with separate sleeping and living areas. Each suite includes refrigerator, microwave, wet bar and coffeemaker. Complimentary deluxe continental breakfast buffet is offered. Locations are Atlanta, GA; Tampa, FL; Little Rock, AR; Kansas City, MO; Flagstaff, AZ; Nashville, TN; Richmond, VA; Greensboro, NC; Louisville, KY; Indianapolis, IN; Columbus and Cincinnati, OH.

Beck Summit Hotel Management Group

1950 Glades Rd. Boca Raton, FL 33431 (407) 997-2325 Contact: Lori Wolin

With over 100 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city-center Sheratons, we've got a perfect spot for everyone! Locations are nationwide including CA, FL, AZ and the Northeast. Special NESRA discounts of up to 50 percent off regular rates!

Best Western Int'l, Inc.

6201 N. 24th Pkwy. Phoenix, AZ 85016 (800) 528-1234 (602) 957-5809 Contact: Carolee Fulks

Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call the 800 number and ask for your NESRA plan code OM #01139230. Some restrictions apply. Your Best Bet is a Best Western.

Choice Hotels, Int'l.

10750 Columbia Pk. Silver Spring, MD 20901-4427 (800) 4-CHOICE (301) 236-5138 (301) 649-7286 FAX Contact: Andrea McGarry-Cremins

Choice Hotels Int'l. (CHI) is the largest American-owned franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount, a free continental breakfast and kids stay free, to NESRA members on advance reservations at participating hotels.

Destination North America

1401 Carlsbad Ct., Ste.1 Lake Havasu City, AZ 86406 (602) 680-1969 (602) 680-1961 FAX Contact: Beverley Kelley

Destination North America offers special rates on first class hotels, motels, sightseeing companies in Anaheim (Disneyland), San Diego, Palm Springs plus Lake Havasu and Sedona in AZ.

Economy Realty Services, Inc.

3791 S. Green Rd. Beachwood, OH 44122 (216) 464-2118 (216) 464-5119 FAX Contact: Jeff Hathy

Economy Realty Services, Inc. owns and operates Knights Inn and Knights Court motels in OH, GA, MI, WV, IN, SC and FL. NESRA members receive complimentary enrollment into the Royalty Club. Call for details.

Forever Resorts

P.O. Box 29041 Phoenix, AZ 85038 (602) 968-3999 Contact: Sue Buss

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in NV, TX, MO and KY, as well as Holiday Inn-Estes Park, CO and Signal Mountain Lodge in the Grand Tetons. Discounts available for NESRA members.

Forte Hotels/Travelodge

1973 Friendship Dr. El Cajon, CA 92020 (800) 578-7878-Reserv. (800) 525-3055 ext. 808-Group (619) 448-1884 (619) 596-6215 FAX Contact: Joanna Lewis

Over 400 hotels in North America offering NESRA members a 10 percent corporate rate discount through the reservation center. NESRA members are also eligible for participation in the Guest Rewards Program for Travelodge frequent guests.

Hospitality Franchise Systems, Inc.

3838 E. Van Buren, 2nd Fl. Phoenix, AZ 85008 (602) 389-3986 (602) 220-5845 FAX Contact: Chris Blunier

Hospitality Franchise Systems, Inc. is the parent company of Days Inn, Howard Johnson, Ramada and Park Inn hotel companies. We offer discounts of 10-30 percent at over 4,000 hotels and motels across the U.S.. Canada and Mexico.

Hotel Reservation Network

8140 Walnut Hill Ln., Ste. 203 Dallas, TX 75231 (800) 964-6835 (214) 361-7311 (214) 361-7299 FAX Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

Kampgrounds of America, Inc. (KOA Kampgrounds™)

P.O. Box 30558 Billings, MT 59114 (406) 248-7444 (406) 248-7414 FAX Contact: Laurie Ryan

KOA, North America's largest private chain of franchised campgrounds, caters to modern-day campers and families. Along with top-notch facilities and amenities, KOAs offer RV and tent sites, as well as popular one-and two-room Kamping Kabins®. NESRA discounts of 30 percent and 10 percent are available year-round at 11 company-owned KOAs, all located in popular vacation destinations in FL, CA, NV and NM.

Lady Luck Casinos & Hotels

206 N. Third St. Las Vegas, NV 89101 (702) 477-3000 (702) 384-2832 FAX Contact: Peggi Sanders

Lady Luck is a multi-first class casino/ hotel operator. Hotels located in Las Vegas, NV and Lula, MS.

La Quinta Inns

4770 Regents Rd., #113-348 San Diego, CA 92122 (800) 531-5900 reserv. (619) 622-1838 phone/FAX Contact: Penny Burich

La Quinta Inns offers a 10 percent discount nationwide to NESRA members. Most of the nationwide rates range from \$39-59. Rates vary depending on location, day of the week and availability. Rates are good for 1-2 people, children under 18 are free in your room. Call and ask for the NESRA rate.

Motel 6

14651 Dallas Pkwy., Ste. 500 Dallas, TX 75240 (800) 4-MOTEL (466-8356) (214) 702-6926 (214) 702-5947 FAX Contact: Ronda Wolpert

With more than 780 motels nationwide, Motel 6 offers the lowest prices of any national chain and always offers clean, comfortable rooms. You'll enjoy free local phone calls, no access charge for long distance, free HBO/ESPN and most offer a swimming pool. For toll-free reservations call our 800 number.

National Hospitality Marketing

1903 Walnut St., #525 Philadelphia, PA 19103 (215) 546-8525 (215) 546-8262 FAX Contact: Susan Horn

National Hospitality Marketing offers onestop shopping for your hotel needs. National Hospitality Marketing represents a variety of exceptional and affordable hotels and inns throughout the Midwest and Eastern regions of the U.S. Our hotels offer special packages and rates for members.

Outrigger Hotels and Resorts

30100 Town Center Dr., Ste 0-209 Laguna Niguel, CA 92677 (800) 688-7444 (800) 622-4852 FAX (714) 249-9424 (714) 495-5642 FAX Contact: Sandra Schmidt

Outrigger Hotels and Resorts have created the Outrigger Preferred Club Program for NESRA member companies. The Preferred Club offers 20 percent off rooms and suites in renovated hotels and condominiums throughout Waikiki, Kauai, Maui and the Big Island of Hawaii and 30 hotels throughout AZ, CA, FL, NM, TX and WY. Call the 800 number (or 800 FAX) and identify the special program by name. Advanced reservations required. Preferred Club card can be transferred to family and friends, used for multiple stays and has no expiration date. Some restrictions apply.

■ Arizona

Holiday Inn 245 London Bridge Rd. Lake Havasu City, AZ 86403 (520) 855-4071 (520) 855-2379 FAX Contact: Diane Harry

Take a break on our lake and see the world famous London Bridge. Free cocktail party Mon-Thur. Restaurant, lounge, heated pool and spa. Free transportation to Laughlin, NV casinos. Room rate is \$45 Sun-Thurs. and receive a 10 percent discount Friday and Saturday.

Scottsdale Embassy Suites 5001 N. Scottsdale Rd. Scottsdale, AZ 85250 (602) 949-1414 (602) 947-2675 FAX Contact: Sarah Nunes

Two-room suites, walking distance to shopping, golf nearby and complimentary airport transportation, full breakfast, two hour managers' reception, tennis, pools, spas and exercise facility. On-site restaurant/lounge, gift shop, concierge and car rental.

■ California

Anaheim Inn At The Park

1855 S. Harbor Blvd. Anaheim, CA 92802 (714) 750-1811 (714) 971-3626 FAX Contact: Don Cooke

Anaheim Inn At The Park is a full-service hotel featuring 500 rooms located one block from Disneyland. Complimentary shuttle service provided. Fine dining available at our Overland State Restaurant. Spacious swimming pool for a relaxing ambiance. Numerous banquet facilities.

Anaheim Conestoga Hotel

1240 S. Walnut Anaheim, CA 92802 (800) 824-5459 (714) 535-0300 (714) 491-8953 FAX Contact: Lana Sue Sawyer

This full-service hotel features 252 guest rooms including 21 suites, complimentary parking, in-room coffee and tea, complimentary shuttle transportation to Disneyland Park and the Anaheim Convention Center, plus the Cattleman's Wharf Restaurant, rated among the top 500 in the nation. NESRA special rate \$52 per night plus tax, 1-4 per room. \$52 rate applies 1/1/96-12/23/96 (\$41 rate applies 9/1/95-12/23/95 only).

Anaheim Ramada Inn

1331 E. Katella Ave. Anaheim, CA 92805 (714) 978-8088 (714) 937-5622 FAX Contact: Loreta Shaddock

The Anaheim Ramada Inn offers NESRA members a \$39 rate. There are 231 spacious guest rooms with two queen or one king-size bed per room and in-room coffee/tea makers. Amenities include a large heated swimming pool, whirlpool, men/women's saunas, brand-new fitness room, video game room, gift shop, full service restaurant and Sports Bar. Located 7/8 of a mile from Disneyland via complimentary transportation.

Best Western Seven Seas Lodge

411 Hotel Circle S. San Diego, CA 92108 (619) 291-1300 (619) 291-6933 FAX Contact: Lois Triviz

Best Western Seven Seas Lodge features 307 guest rooms, 2 mini-suites, one full suite and a limited amount of kitchenettes, in room coffee, heated pool, two hot therapy pools and valet and laundry facilities and restaurant, free parking, with complimentary shuttle service to airport, Amtrack and local attractions. Pets accepted. Meeting and banquet facilities available.

Embassy Suites Hotel/ Disneyland-Buena Park

7762 Beach Blvd. Buena Park, CA 90620 (800) EMBASSY (714) 739-5600 Contact: Edna Sebastian

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$82 based on availability.

GHG Hospitality Group, Inc. 3145 Sports Arena Blvd. San Diego, CA 92110 (619) 225-9999 (619) 225-0958 FAX Contact: Stephanie Colby-A

Contact: Stephanie Colby-Aburto
Debbie Walter

Economy to moderate full-service hotel accommodations in San Diego, offering 10-30 percent discounts on guest rooms and Sea World, San Diego Zoo and harbor excursion packages. Hotels are centrally located and close to major attractions.

Holiday Inn Buena Park

7000 Beach Blvd. Buena Park, CA 90620-1832 (800) 522-7006 (714) 522-7000 (714) 522-3230 FAX Contact: Eric Larson

Located near Disneyland and Knott's Berry Farm, the newly renovated Holiday Inn Buena Park has 246 guest rooms, Ventanas Restaurant, Marbles Lounge, large heated pool and spa, and free shuttle service to all area attractions. Hotel offers a special rate of \$55 plus tax per night, single through quad, subject to availability. Please ask for the NESRA rate when placing your reservation.

Holiday Inn On The Bay

1355 N. Harbor Dr. San Diego, CA 92101 (619) 232-3861 (619) 232-3951 FAX Contact: Dave Dhillon

A waterfront hotel along San Diego's Embarcadero with 600 rooms and suites, Holiday Inn On The Bay offers a \$69 rate through Dec. 1995. Regular rates range \$109-\$119 and NESRA members can enjoy a 40 percent discount based on space availability.

Residence Inn by Marriott 14419 Firestone Blvd. La Mirada, CA 90638 (714) 523-2800 (714) 522-5884 FAX Contact: Dick Hetherington

All-suite full-kitchen hotel with daily complimentary California buffet breakfast, complimentary social hour (M-Th) and complimentary transportation to Disneyland (eight mi.) and Knott's Berry Farm (three mi.) NESRA studio rate is \$65 (1-3 people) and two-bedroom rate is \$102 (1-5 people).

Tell them you found them in NESRA's Buyer's Guide!



Stovall's Best Westerns Surrounding Disneyland

1544 S. Harbor Blvd. Anaheim, CA 92802 (800) 854-8175 (714) 776-4800 (714) 758-1396 FAX Contact: Scott Stovall

Stovall's Best Westerns of Anaheim offers four newly remodeled hotels surrounding Disneyland Park in Anaheim, CA and is centrally located to most southern California attractions. We offer special discount Disney tickets and special rates for NESRA members.

Trigild Corporation

12555 High Bluff Dr., Ste. 330 San Diego, CA 92130 (619) 481-6767 Contact: Judy Hoffman

Hotel Management Company whose hotels vary in size and facility. Locations throughout CA. Receive \$5 off current rack rate or better at each participating location.

Florida

Aladdin Inn (The)

2323 S. Atlantic Ave.
Daytona Beach, FL 32118
(800) 874-7517
(904) 255-0476
(904) 255-3376 FAX
Contact: Debbie Page-Wright

Aladdin Inn—Daytona Beach is a 120unit, six-story oceanfront family hotel with motel units, efficiencies and family suites. All oceanview with private balconies, refrigerators, cable TV, coffee shop, gift shop, laundry, heated pool and kiddie pool. NESRA members receive 20-50 percent discounts based on seasons.

Buena Vista Suites/ Caribe Royal Resort Suites

14450 International Dr., W. P.O. Box 22826 Lake Buena Vista, FL 32830 (800) 537-7737 Reserv. (407) 238-6107 (407) 239-1401 FAX Contact: Elaine Bost

Located one and a half miles from Walt Disney World Resort, "Orlando's Suitest New Resort" opened May 1993. It features spacious two-room suites with private bedroom. Free full American breakfast buffet, heated pool, whirlpool and fitness center. Children 17 and under stay free in parent's suite. In-room coffee maker, refrigerator and microwave are available. Queen sleeper sofa in living room is available. Complimentary transportation to all Disney parks. NESRA Suite Travel Club Special—\$89 plus 11 percent tax per night, per suite, maximum 6 people per suite (4 adults/2 children or 2 adults/4 children). Rate available through December 23, 1997. Must request "NESRA rate" when booking and show company ID at check-in.

Colonial Plaza Inn

2801 E. Colonial Dr.
Orlando, FL 32803-5068
(407) 894-2741
(407) 896-9858 FAX
Internet: RBARNES788@AOL.com
Contact: Debra Vineyard

NESRA rates: \$29 and \$35 (seasonal). The Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters and convenient to all attractions. It is AAA-approved with a friendly staff, free HBO and use of safety deposit boxes. Refrigerators in rooms, two heated pools, whirlpool, and cafe on property.

Colony Plaza Hotel (The)

11100 W. Colonial Dr. Ocoee (West Orlando), FL 34761-2934 (407) 656-3333 (407) 656-2232 FAX Contact: Carol Correia

The Colony Plaza Hotel with 300 rooms, two pools, tennis, badminton, volleyball courts, playground, video game room, and gift shop offers a \$35 year-round rate for NESRA members. There is a full-service restaurant, lounge, live entertainment, shopping, restaurants, theatre next door and attractions within a 12-30 minute drive.

Days Inn Lake Buena Vista Resort & Suites

12205 Apopka-Vineland Rd. Orlando, FL 32836 (407) 239-0444 (407) 239-1778 FAX Contact: Carole Reeves

This eight-acre luxurious resort hotel located in the heart of Lake Buena Vista is just 1/8 mile from the entrance to the Walt Disney World resort area. Resort amenities include free bus service to Disney Parks, a three-acre tropically landscaped courtyard with sparkling olympic size pool and sundeck, kiddie pool, jungle gym, ping pong and video

arcade game room. Over 60 restaurants, nightspots and shops within walking distance. On-site Oasis Restaurant and Lounge near Poolside Deli and snack center. Room service is available. The resort is a 4 Sunburst Days Inn and you can be assured of quality accommodations and a friendly caring staff for your upcoming visit to Central Florida.

Holiday Inns Florida Collection

1300 N. Atlantic Ave. Cocoa Beach, FL 32931 (407) 783-2271 (407) 783-0489 FAX Contact: Alice Pace Cockrell

Six deluxe Holiday Inns in Florida's most requested locations offer special NESRA rates. Orlando International Airport; Orlando International Drive Resort; Orlando NIKKI Bird Resort, Disney World area; Winter Park; Cocoa Beach Oceanfront Resort and Tampa Busch Gardens.

Holiday Inn Main Gate East

5678 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34746 (407) 396-4488 (407) 396-8915 FAX Contact: Terry McDonald

Family fun resort, minutes from Disney. Rooms include microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. State licensed childcare at "Camp Holiday" from 2-10 p.m., ages 3-12 and kids-eat-free program for ages 12 and under.

Hyatt Orlando

6375 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (407) 396-1234 (407) 396-3876 FAX Contact: Christine Peters

Nationally-recognized 56-acre resort, five minutes from Walt Disney World, EPCOT/MGM; 15 minutes from Universal Studios and Sea World; complete services including three restaurants, lounge, market place deli, four pools and whirlpools and tennis. Within walking distance are restaurants, gift shops and shopping. Kids eat free! Call for the special NESRA family rate.

Karena Hotels-Orlando

7100 Lake Ellenor Dr.
Orlando, FL 32809-5751
(800) 365-6935
(800) 290-2885 Group Reserv.
(407) 240-7100
Contact: Susan Box

Karena Hotels offers six properties in the Orlando/Kissimmee area with a variety of rates and amenities. All hotels have free Disney shuttle and are conveniently located to major attractions. The Holiday Inn Express on International Drive offers complimentary breakfast bar. Econolodge Maingate East, Econolodge Maingate Hawaiian, Ramada Inn Westgate, Ramada Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

Las Palmas Hotel Disney World Area

6233 International Dr. Orlando, FL 32819 (800) 327-2114 Contact: Tonda Chastain

Located one mile from Universal Studios, across from Wet'n Wild and walking distance to shopping and restaurants, the Las Palmas Hotel has 262 rooms, swimming pool, lounge, restaurant, and banquet facilities. NESRA rate \$45 plus 10 percent tax. Call for reservations.

Oceans Eleven Resorts, Inc.

2025 S. Atlantic Ave. Daytona Beach Shores, FL 32118-5007 (800) 874-7420 (904) 257-1950 (904) 253-9935 FAX Contact: Julie Arens

Oceans Eleven Resorts, Inc.'s six AAA-rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Best Western Mayan Inn and Treasure Island Inn offer discounts up to 50 percent to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Personalized discount flyers are available upon request.

Radisson Inn Sanibel Gateway 20091 Summerlin Rd. Ft. Myers, FL 33908 (941) 466-1200 (941) 466-3797 FAX Contact: Julie Revis

Your employees can "cool their heels" on the gulf coast of Florida starting at \$44 per night. Perfect location, two miles from Sanibel Island causeway and five miles from Ft. Myers Beach. Spacious guest rooms surround tropical courtyard with olympic heated pool and giant whirlpool. Call direct to enroll your company in our "Employee Getaway Club."

Radisson Plaza Hotel Orlando

60 S. Ivanhoe Blvd. Orlando, FL 32804 (407) 425-4455 Contact: Lisa Peterson

The newly renovated Radisson Plaza Hotel Orlando is a 340-room, full-service, deluxe hotel. The Radisson is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

Radisson Twin Towers Orlando

5780 Major Blvd. Orlando, FL 32819 (407) 351-1000 (407) 363-0106 FAX Contact: Caroline Farnham

At the entrance to Universal Studios Florida, the Twin Towers Hotel provides 760 spacious guest rooms featuring one king-or two queen-size beds. Amenities include exercise room with sauna, whirlpool spa, junior olympic heated pool, five restaurants and lounges as well as 24-hour room service.

Ramada Plaza Resort Maingate at the Parkway

2900 Parkway Blvd. Kissimmee, FL 34747 (800) 634-4774 (407) 396-6792 FAX Contact: Mimi Vielhauer

Just one-and-a-half miles from Walt Disney World, the Ramada Plaza Resort Maingate at the Parkway has two pools; one with waterfall/waterslide, restaurant, lounge, deli, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut Pizza and tropical gardens.

Ramada Suites at Tango Bay

6800 Villa DeCosta Dr. Orlando, FL 32821 (407) 239-0707 (407) 239-8243 FAX Contact: Lynn Byrd

This hotel features all two-bedroom/two-bath suites with fully equipped, separate kitchens, nestled on 16 acres with three pools, four whirlpools, lake with paddleboats, fitness facilities, and video game room. It is located near Sea World and International Drive minutes from Walt Disney World Resort and Universal Studios. NESRA discount of 25 percent.

Sheraton Harbor Place Hotel

2500 Edwards Dr. Fort Myers, FL 33901 (941) 337-0300 (941) 334-6835 FAX Contact: Sonia Williams

Luxury conference and convention hotel offering approximately 10,000 sq. ft. of meeting space with 30,000 additional meeting space at the Harborside Convention Center two blocks away. Golf courses nearby and Sanibel and Captiva beaches just a 40-minute drive.

Sheraton Inn Lakeside

7769 W. Irlo Bronson Mem. Hwy. Kissimmee, FL 34747 (800) 848-0801 (407) 396-2222 ext. 7483 (407) 239-2650 FAX Contact: Tara Kelley

Sheraton Inn Lakeside, a 651-room resort one-and-a-half miles from Walt Disney World's main gate, offers guests free use of paddleboats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by a paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club (VMC). Subject to availability and the VMC rates are noncommissionable. Call to enroll your company.

Summerfield Suites Hotel Orlando

8751 Suiteside Dr. Orlando, FL 32836 (800) 833-4353 (407) 238-0777 (407) 238-0778 FAX Contact: Terri Caracuzzo

Beautiful one- and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary continental breakfast daily. Centrally located to all attractions. This new property offers 150 suites and complimentary transportation into Walt Disney World. NESRA discount of 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

Tollman-Hundley Hotels

7335 Sand Lake Rd. Orlando, FL 32819 (800) 516-3297 (407) 354-2482 (407) 363-9009 FAX Contact: Timothy Webb

Eight unique hotels catering to group and individual travelers. Budget, moderate and first class hotels featuring rooms and suites are located near all major attractions. Family accommodations at affordable prices. Days Inns—Maingate East; Orlando/Lakeside Inn/Lodge Florida Mall; Lake Buena Vista Village; East of Universal Studios along with Days Suites-East of Magic Kingdom; Quality Suites/Maingate East and Orlando Heritage Inn.

Vistana Resort

P.O. Box 22051 Lake Buena Vista, FL 32830-2051 (407) 239-3330 (407) 239-3131 FAX Contact: Cathy Duncan

Stay only one mile from the Walt Disney World Complex, in spacious two-bedroom two-bath villas (sleeps 6-8) situated within an exclusive neighborhood setting, offering numerous amenities: five adult and five children's pools, seven whirlpools, two complimentary fitness centers, 13 tennis courts, miniature golf, organized activities for all ages and all the comforts of home including fully equipped kitchens, washer/dryer and daily housekeeping. NESRA discount 50 percent off rack rates subject to availability.

Mexico

Real Del Mar (Mexico) (Residence Inn by Marriott) KM 19.5 Carretera Cuota Tijuana Ensenada, Tijuana. B.C. 22605 (800) 803-6038 Contact: Ben Villegas

All-suite, full-kitchen resort hotel located only 15 miles south of the Tijuana border. All suites overlook the ocean and/or golf course. Complimentary continental buffet breakfast and social hour. NESRA rates: one bedroom \$70 (1-4 people) and two bedroom \$110 (1-6 people).

■ Minnesota

Pehrson Lodge Resort 2746 Vermilion Dr. Cook, MN 55723 (800) 543-9937 (218) 666-5478 (218) 666-2451 Contact: Steve Raps

This resort is located on Minnesota's most beautiful Lake Vermilion near Cook, MN, a prime location for fishing, boating, golf and area activities. Clean, cozy housekeeping cottages, peace and quiet, beach, boats/motors to rent, canoes, etc. Five percent full-season discount for NESRA members added to Spring and Fall discounts. Call or write for free color brochure.

■ Nevada

Best Western Mardi Gras

3500 Paradise Rd. Las Vegas, NV 89109-3611 (800) 634-6501 (702) 731-2020 Contact: Mary Jo LeClaire

Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center and 10 minutes from the airport. Each of our minisuites features a spacious living room, wet bar, refrigerator and complimentary inroom coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

Best Western Riverside Resort Hotel & Casino

P.O. Box 500 Laughlin, NV 89029 (800) 227-3849 (702) 298-2535 (702) 298-2689 FAX Contact: Donna Williams Daria Stellwag

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites, 1,500 slot machines, "21" Craps, Bingo, Keno, Poker room with Colorado River view and Roulette. It also features gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, six first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race and Sport book, convention facilities, dance studio, tea dances, 830 RV spaces and a 119-passenger tour boat.

■ New Jersey

Claridge Casino Hotel

Broadwalk & Park Pl. Atlantic City, NJ 08401 (609) 340-3500 (609) 340-3867 FAX Contact: Barbara McKernan

To see many of these suppliers in person,

come to
NESRA's 55th Annual
Conference and Exhibit
April 21-25, 1996 at

The Mirage in Las Vegas

Call NESRA
Headquarters for details
(708) 368-1280

Ohio

Quality Inn Kings Island Conference Center

5589 Kings Mills Rd., P.O. Box 425 Kings Island, OH 45034-9999 (800) 227-7100 (513) 398-0970 Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers.

Pennsylvania

Caesars Pocono Resorts

P.O. Box 40 Lakeville, PA 18438 (800) 327-3992 (717) 226-4506 Contact: Christopher Salerno

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

Tennessee

Grand Resort Hotel & Convention Center

P.O. Box 10 Pigeon Forge, TN 37868 (800) 472-1188 (615) 428-1500 FAX Contact: Scott Harness

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, gift shop, indoor/outdoor pool and 75,000 sq. ft. of convention space.

Merchandise/ Discount Cards

800-Call-Bob

17 S. 5th St. Moorhead, MN 56560 (800) 225-5262 (218) 236-9407 (218) 346-1575 FAX Contact: Robert Johnson

A family-owned floral and gift business since 1975, we provide flowers, plants, boxed fruits, smoked salmon, pecans and cheesecakes to corporations and employees throughout the country. We guarantee our high quality product and services 100 percent. We rebate \$3 on each item ordered of \$30 or more.

Armitron Corporation (represented by Jordan Worldwide)

370 Commerce Dr. Fort Washington, PA 19034 (800) 344-2823 (215) 654-7575 FAX Contact: Marty Clark

Armitron—America's Watch, offers men's and ladies' fashion and sport watches, Looney Tunes, Snoopy and Garfield watches as well as Anne Klein designer watches.

Arthur E. Kosches Corp.

625 S. Hill St., Ste. 248 Los Angeles, CA 90014 (213) 623-3340 (213) 624-9743 (213) 624-4436 FAX Contact: Jack Chan

Affordable birthstone jewelry for all months in 14K gold. Also available are 14K gold bracelets, chains, earrings and pendants; and silver bracelets, chains, earrings and pendants.

Burnes of Boston Terragrafics, Inc. Showbox Photo Viewer M.W. Carr

225 Fifth Ave., Ste. 929 New York, NY 10010 (800) 254-1894 (212) 685-3950 (212) 447-5171 FAX Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragrafics is an upscale line of fine photo frames. Showbox Photo Viewer is a revolutionary new way to store, share and display photos. Showbox holds from 10-40 photos. Special discounts and dating programs available for all employee stores. M. W. Carr is our newest frame line.

Century Products Co.

9600 Valley View Rd.
Macedonia, OH 44056-2096
(216) 468-2000 ext. 379 or 327
(216) 650-2875 FAX
Contact: Carol Helminski
Amy Hickin

Century Products Co. is the largest manufacturer of car seats in the U.S. and has been a leading manufacturer of juvenile products for over 30 years. Dedicated to quality with a commitment to research and development, Century Products has been an industry leader in the introduction of innovative, safety conscious products for baby. Century Products manufactures the following juvenile products: car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, playards and bassinets.

Cherry Hill Furniture Carpet & Interiors

P.O. Box 7405 Furnitureland Station High Point, NC 27264 (800) 328-0933 (800) 888-0933 (910) 882-0900 FAX Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

Corporate Jewelers

12900 Preston Rd., Ste. 815 Dallas, TX 75230 (214) 980-0818 (214) 980-4627 FAX Contact: Adam Cherwitz

Corporate Jewelers are manufacturers, importers and wholesalers of fine jewelry offering consignment programs to company stores and on-site jewelry sales. They have a large inventory of diamonds, precious, semi-precious and 14K gold jewelry and specialize in great service, fine quality and tremendous savings.

Crosby Enterprises

3 Hop Brook Rd. Brookfield, CT 06804 (203) 775-3749 phone and FAX Contact: Nicholas Castellano

Crosby Enterprises is dedicated to reestablishing American family values by providing NESRA members with educational products of the highest quality and excellent value at special discounted prices through employee benefit programs. Subject areas include general reference sets (print and electronic media), language arts, math skills, study skills and reading for enjoyment. One feature product is the Strategizer-Hassle Free Homework, a system designed to help working parents cope with today's homework demands.

DaySpring Greeting Cards

P.O. Box 1010 Siloam Springs, AR 72761-9987 (800) 944-8000 Contact: Russell Odell

Gene Sullivan

Receive a 50 percent discount on all stationery products including Christmas boxed cards, everyday boxed cards, packaged note cards, calendars and a full line of greeting and seasonal cards. Call and ask for the Special Market Department.

D.M. Merchandising

1479 Merchandise Mart Chicago, IL 60654 (312) 527-1363 Contact: Mike Chiefari

Outstanding values and variety of high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings and designer pins—unique concept in one price assortment. Custom premium items available.

Eden Enterprizes, Inc.

26280 Woodvilla Southfield, MI 48076 (810) 569-6508 (810) 443-4979 FAX Contact: Glenn Bogan

Eden Enterprizes, Inc. is offering a \$19.98 super discount booklet containing a two-for-one value on newly released CDs and cassettes. All music categories. CDs are any two for \$21.96 and cassettes are two for \$9.98, shipped to the home UPS. NESRA members receive 40 percent discount (\$12 per booklet) with no expiration date.

Encyclopaedia Britannica 6200 N. Hiawatha #625 Chicago, IL 60646 (800) 749-0784 (312) 545-5537 (312) 545-9885 FAX Contact: Olga Sylvester

Members receive 7-18 percent off the retail price of the printed version of the Encyclopaedia Britannica, The Great Books of The Western World and other educational related merchandise. The Encyclopaedia Britannica is now available on CD-ROM, both IBM and Mac versions.

Entertainment Publications, Inc.

2125 Butterfield Rd. Troy, MI 48084-3423 (313) 637-8400 Contact: Brian Dalmass

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

Fannie May Candies/ Fanny Farmer Candies

1137 W. Jackson Blvd. Chicago, IL 60607-2905 (800) 444-3629 ext. 401 Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for

Christmas, birthdays, client gifts, employee incentives or any special occasion. Great for fund-raising!

Farash & Robbins, Inc.

40 Ruta Ct.
South Hackensack, NJ 07606
(800) 486-4865
(201) 807-1990
(201) 807-0666 FAX
Contact: Brian Tucker
Terrence Moran

America's best watch program—famous national brand Quartz watches, "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

Federal Printing Co.

P. O. Box 1335 Farmington, CT 06034-1335 (800) 733-6127 Contact: Leon Davidoff

Federal Printing Co. offers fine wedding invitations, social stationery, bridal boutique items, matches, napkins, birth announcements and holiday cards at a 40-50 percent discount to your employees.

Floral Communications

1800 Corporate Blvd.
Boca Raton, FL 33431
(407) 995-8138
(407) 995-8143 FAX
Contact: Mickey Oberlander
Tom Cali

Floral Communications provides computer-based order routing to the floral industry. Employees need only call a central toll-free number and their calls are automatically routed to the delivering florist using Florcom's patented MemoryLinkTM system.

Frito-Lay, Inc.

7701 Legacy Dr. Plano, TX 75024 (214) 334-5493 Contact: Bud Hand

Golden Valley Lighting

274 Eastchester Dr., #117A High Point, NC 27262 (800) 735-3377 (910) 882-2262 FAX Internet: GVLIGHT@AOL.COM

Contact: Josephine Jaspers Susan Rusnacko

Golden Valley Lighting is America's oldest mail order lighting company serving customers since 1926. Buy fixtures, lamps and fans at substantial savings for your home. NESRA members receive an additional discount from our 170-page catalog available for \$5 (\$5 refunded with purchase).

Greatways, Inc.

3100 W. Dundee Rd., Ste. 304 Northbrook, IL 60062 (800) 590-3400 (708) 509-3333 (708) 559-1405 FAX Contact: David Friedman

Greatways, Inc. offers advertising specialties, imprinted sportswear, premiums and promotional products for corporations nationwide.

Henry Rosenfeld Luggage Div. of Badanco Enterprises, Inc.

80 Seaview Dr. Secaucus, NJ 07094 (201) 348-8900 Contact: Peter Citti

Henry Rosenfeld Luggage offers a full line of designer luggage and totes. From soft-sided nylon to full-framed tweed sets at discounts of up to 60 percent. We feature designer luggage by Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, Sergio Valente and our own in-house Frequent Traveler line.

J. Gabriel Food Corp.

40 Cuttermill Rd., Ste. 504 Great Neck, NY 11021 (800) 221-0248 (516) 829-3400 (516) 829-3427 FAX Contact: Allen Klein

J. Gabriel Food Corp. are suppliers of nationally branded food and general merchandise at closeout prices. Discount groceries offer added benefits to your employees and company stores. Call for details.

Kraft Foods Company DiGiorno Products

One Kraft Ct. M/S GV 583 Glenview IL 60025 (708) 646-3913 (708) 646-2095 FAX Contact: Michael Lynch

DiGiorno Refrigerated Pastas and Sauces are a delicious line of premium, fresh tasting products. Choosing from the vast selection of DiGiorno products, you can prepare a wonderful meal in less than 10 minutes.

Kraft Packaging Corporation

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Kraft Packaging is your source for beautiful giftwraps and holiday items. Indulge your employees with quality and designs that are not available retail. Holiday and all-occasion catalogs are offered. Great fundraising program or discount purchase benefit. Free individual packing. All products discounted 40-60 percent off comparable retail. Call for free catalog.

Krementz & Co.

375 McCarter Hwy. Newark, NJ 07114 (201) 621-8300 (201) 596-1148 FAX Contact: Margie Rodriguez

Hand-crafted in the U.S. since 1866, each piece of Krementz jewelry has a lifetime warranty. Krementz jewelry has the look of real karat gold, but at a fraction of the price. Our jewelry not only looks beautiful, but is also attractively gift-boxed for convenient display and gift giving.

Mayberry Distribution Company

6529 Council St., N.E. Cedar Rapids, IA 52402 (319) 378-9532 Contact: Mark Blomberg

Mayberry Distribution Company offers Compact Disc (CD) greeting cards on consignment. We set up your beautiful display and pedestal. We restock cards at no cost. Cards normally retail for \$9.95, you sell for \$8.95 and receive profit of \$3 per card.

North American Marketing Corp. (NAMCO)

100 Sanrico Dr. Manchester, CT 06040-2225 (203) 649-3666 Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

Oneida Silversmiths

Kenwood Station Oneida, NY 13421 (315) 361-3343 (315) 361-3608 FAX Contact: Bob Bohrer

Oneida Silversmiths offers discounts to NESRA members on fine silverplated holloware and flatware, stainless steel flatware, sterling flatware, crystal and cutlery. Ask about our engravable gifts and service awards, the Employee Purchase Plan and the Employee Store Program.

Perks Unlimited

153 Main St. Sayville, NY 11782 (800) 727-3757 (516) 589-0135 (516) 589-0264 FAX Contact: Lisa Alles

Perks Unlimited, Inc. is a national provider of FREE custom-designed discount programs to hospitals, corporations and schools, etc. Call for more information.

Reading's Fun, Ltd.

119 S. Main St. ' Fairfield, IA 52556 (800) 689-1771 ext. 3701 (515) 469-6257 FAX Contact: Sheila Atchley

Reading's Fun Ltd. offers Bookfair-USA, an employee event to make available 50-75 percent discounts on high quality hardcover books, with a rebate to the sponsoring organization.

Revion, Inc.

2182 Rte. 35 Holmdel, NJ 07733-1199 (203) 795-8386 Contact: Ken Campbell

Prestige Fragrance & Cosmetics, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more.

Russ Berrie & Company, Inc.

111 Bauer Dr.
Oakland, NJ 07436
(201) 405-2456
(201) 337-0358 FAX
Contact: Wayne Ballard

Russ Berrie & Company, Inc. markets a vast selection of impulse gifts including stuffed animals, ceramic mugs, porcelain gifts, picture frames, gift bags, greeting cards, figurines, keyrings, magnets and collectibles.

See's Candies

Quantity Order Dept. P.O. Box 3235 Culver City, CA 90231-3235 (800) 877-7337 Contact: Carolyn Matazara

See's Candies offers fresh quality boxed chocolates and candies available for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are also available.

SmartHealth Plus

23625 Commerce Park Rd., Ste. 202 Beachwood, OH 44122 (216) 595-3890 (216) 595-3888 FAX Contact: Andrew Lefkowitz

SmartHealth Plus has joined forces with America's premier health and fitness companies to provide discounts of up to 60 percent at 30,000 pharmacies, 16,000 dentists, 1,600 vision care outlets and on exercise equipment, medical supplies, vitamins, hearing aids and more.

Swersey's Chocolates and Gifts 54-01 Grand Ave., P.O. Box 286 Maspeth, NY 11378 (718) 497-8800 (718) 497-8100 FAX Contact: John Swersey

Swersey's Chocolates special group buying plan provides the finest quality Swersey's and Gertrude Hawk Chocolates and novelties at wholesale prices (with an additional discount for NESRA members) for your association to offer its members as a valuable service and/or fund-raiser for the gift-giving holidays: Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day.) Ask about our Christmas stockings for your Christmas Party giveaway.

Taylor Imports

3178 Braeburn Circle Ann Arbor, MI 48108 (313) 677-3801 Contact: Aaron Taylor

Taylor Imports carries a line of high quality, 100 percent silk, handmade Italian neckties at a savings of from 50-60 percent under the very best men's clothing stores. We bring our ties directly to you in your office so time and money are saved.

Transmedia Network, Inc.

750 Lexington Ave. New York, NY 10022 (212) 787-0843 direct (212) 308-7676 corp. (212) 826-5945 FAX Contact: Martin Greenfield

Transmedia Network, Inc., a public company, offers an international dining program. As a Transmedia Cardholder, you and your dining party save 25 percent on all food and beverage at over 3,600 restaurants. The Transmedia Card is unrestricted. Use it as often and whenever you want.

United Floral Service, Inc.

4700 Wissahickon Ave. Philadelphia, PA 19144 (215) 842-1700 (215) 842-1702 FAX Contact: J. Scott Aemisegger

United Floral Service offers NESRA members a free computer program (CD-ROM) that will allow individuals to order flowers, plants and gift baskets directly from their computer terminal. Employees receive a 20 percent discount.

Waterman Pen Company

101 Huntington Ave. Boston, MA 02199 (800) 752-0652 Contact: Daniel Triot

For over 100 years, Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.

Photofinishing

CS Photo 47 Main St. New Britain, CT 06050 (203) 229-2057 (203) 229-4835 FAX Contact: Steve Weiss

CS Photo features the Employee Photo Service USA program. Personalized discount employee film developing services are offered and much more to all size companies in CT, MA, NH and RH. Film, cameras and other photo accessories are also available at a wholesale price.

FUJI TruColor Service

514 S. River St. Hackensack, NJ 07601 (800) 527-4680 (201) 807-1838 FAX Contact: Tom Kearns

FUJI TruColor features its EPS "on-site" employee film developing program, offering employees convenience, personalized service and high quality at discounted prices. Also offered are many unique photo related special services designed to complement existing employee activities such as employee picnics, blood drives and lunchtime education seminars, to name a few.

Konica Quality Photo (East)

P.O. Box 2011 Portland, ME 04104 (207) 883-7325 (207) 883-7309 FAX Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

Konica Quality Photo West

18250 S. Euclid Fountain Valley, CA 92708 (800) 945-6642 (714) 549-0500 (714) 549-9178 FAX Contact: Bob Robbins

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

Qualex Inc.

3404 N. Duke St. Durham, NC 27704-2199 (919) 382-2406 (919) 382-6673 FAX Contact: Thomas Mewhirter

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX processing services under license from Eastman Kodak Company. Additional services include Photo Galaxy systems, Photo CD transfers and on-site processing.

Specialty/ Professional Services

American Family Day Corporation

P.O. Box 669068 Marietta, GA 30066-0102 (800) 227-3801 (404) 426-1807 (404) 426-0906 FAX Contact: Bill Blohm

At last, a company to take the burden of coordinating the company picnic, open house and anniversary celebration off your hands. We are a nationwide company offering services for corporate picnics, open houses and anniversary celebrations for 500-50,000 guests. We own the largest selection of games, activities, catering and concession supplies. A turnkey operation.

East Coast Business Systems

333 Old Tarrytown Rd.-Bldg. 3 White Plains, NY 10603 (914) 946-8041 (914) 946-7862 FAX Contact: Charles Weill

With discounts for NESRA members, East Coast Business Systems has two divisions. The Printing division features creative graphic design to finished printing pieces specializing in four-color process printing. Capabilities include personalization and full mailing services. Advertising Specialty division focuses on distinctive items such as custom printed T-shirts, hats, imprinted pens, golf balls, coffee mugs and more that are suitable for sales incentives, recognition programs, company picnics and golf outings. Silk screening and embroidery available. Call for discount information.

Employee Printing Services

P.O. Box 248 Bedford Park, IL 60499-0248 (800) 323-2718 (708) 496-0312 (708) 496-8058 FAX Contact: Mary Milbradt

Employee Printing Services offers wedding and social invitations and accessories, commercial stationery and holiday greeting cards. Our risk-free program provides your employees and

company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent at no cost to NESRA companies for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

Enchanted Parties

711-5 Koehler Ave. Ronkonkoma, NY 11779-7410 (516) 467-6628 (516) 467-0364 FAX Contact: Martin Greenstein

Enchanted Parties offers full event planning and design. We provide everything from the strategic plan through production and event management. Our award-winning full service programs include everything from picnics to banquets, team-building programs, and entertainment including music, interactive personalities, magic, olympics, carnival, casino and murder mystery. Call today for special programs and discounts for members.

Executive Color Studios

P.O. 2258 Collegedale, TN 37315-2258 Contact: Mike Haughee, East of Mississippi, (800) 826-2735

Contact: Linda Ordway, West of Mississippi, (800) 227-5664

Executive Color Studios offers a portrait program for NESRA members to offer to employees and generate funds for their association. The program offers your employees a 10" x 13" family portrait on canvas for \$9.95 and your employee association keeps \$5 each. When 500 or more families are photographed, you keep the entire \$9.95. We have photographed the largest NESRA companies for years. We can photograph off-site and other family portrait and glamour promotions are also available. Call for a list of customers or for more information.

Fun Company (The)

3658 Atlanta Industrial Dr., Ste.#D Atlanta, GA 30331 (404) 505-8811 (404) 505-8711 FAX Contact: Scott Larson

The Fun Company, in business for 30 years, is in the business of doing employee relation events such as company picnics, open houses and anniversary celebrations.

Fun Services

13434 NE 16th St. Bellevue, WA 98005 (206) 644-1820 (206) 644-5282 FAX Contact: Loren Greenwood

Fun Services has been helping companies organize their picnics and special events for over 25 years. We provide games, prizes, booths, entertainment, funathalons, and programs tailored to both children and adults. We offer a wide variety of premiums, imprinted items and fund-raising programs. Fun Services has offices in most major U.S. cities, there's an office near you. Call our 800 number to contact your local representative.

Group Discounts

P.O. Box 669 Bethel Park, PA 15102-0699 (412) 831-4819 Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

Health Enhancement Systems, Inc.

5321 Bloomfield Dr. Midland, MI 48642 (517) 839-0852 (517) 839-0025 FAX Contact: Dean Witherspoon

Health Enhancement Systems with over 2,000 current customers, publishes the "Health Promotion Practitioner"
Newsletter, a how-to newsletter for Wellness managers and creates low cost health and fitness incentive programs like "Twelve Days of Fitness," "Exercise Americal-National Parks," "Feel Like A Million" and "Healthy Harvest."

Hole In One Guaranty Corp.

515 Spring St. Shreveport, LA 71101 (800) 945-ACES (2237) (318) 227-0171 FAX Contact: Jerry Huddleston

Generate thrill and excitement to a corporate golf outing. Hole In One Guaranty Corp., along with national participation from Norwegian Cruise Line, Ram Golf and American Airlines, provides the best hole-in-one package in the country.

Inventive Incentive Advertising Co., Inc.

One Bridge Plaza, Ste. 400 Fort Lee, NJ 07024 (201) 592-5039 (201) 585-6109 FAX Contact: Lawrence Stewart Mindy Stewart

FREE! FREE to your facility! FREE to your employees! The ultimate perk! It's a custom-made discount mini-mall on a card! Our agency creates and produces nationwide, a fabulous employee program for corporations, manufacturers, hospitals, universities, government agencies, etc. that employ large numbers of people. This valuable card entitles all of your employees to pre-arranged discounts from a variety of businesses in your own community. If your facility qualifies for this FREE employee program, call us! Great perk! No work! Just distribute cards!

J. B. Benton Advertising

120 Sylvan Ave. Englewood Cliffs, NJ 07632-2501 (201) 592-1510 Contact: Thomas Feely

J.R. Specialties, Inc.

6530 W. Glendale Ave. Glendale, AZ 85301 (800) 94-LOGOS (945-6467) (602) 939-5520 (602) 939-5212 FAX Contact: J. R. Roren

Professionals in promotional products, J. R. Specialties assists employee stores and associations to expand their market share and increase sales by implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a track record of proven results. Free consulting is done on a one-on-one basis.

Max Advertising and Design

709 Davenport Rd. Gatlinburg, TN 37738 (423) 430-5563 (423) 430-7852 FAX Contact: Don Mack

Max Advertising and Design is a fullservice agency providing support to employee services directors as well as sales and marketing departments. Broad expertise in brochure, theme, logo, newsletter, direct mail and specialty items. NESRA members receive 25 percent off agency services and vendor services at cost.

National Rifle Assoc. of America

11250 Waples Mill Rd. Fairfax, VA 22030 (703) 267-1487 (703) 267-3941 FAX Contact: Mitzi Bosco

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

Nelson's Golden Glow

66740 C.R. 103 Wakarusa, IN 46573 (219) 862-2184 (219) 862-2434 FAX Contact: Tad Nelson Gongwer

Doing business for over 28 years, Nelson's Golden Glow Port-A Pit BBQ prepares nearly one million halves of chicken annually for corporate catering events and fund raisers. Our professionally trained staff is experienced in serving events from 100 to 25,000 quests.

Porter Wallace Corporation

135 W. 29th St. New York, NY 10001 (212) 244-0088 ext. 23 (212) 244-0237 FAX Contact: Gary Brill

Porter Wallace provides promotional merchandise for NESRA picnics, Christmas parties, blood drives, special events, meetings, company stores and much more. Imprinted and non-printed items. Name brand and designer name merchandise available.

Portrait Concepts, Ltd.

219 Broadway, Ste. 222 Laguna Beach, CA 92651 (714) 497-5683 Contact: Robert Kremer

Portrait Concepts offers a Family Portrait Employee Appreciation Program free to NESRA companies. The program entitles each employee's family to receive an 8" x 10" family portrait, mounted on Artist's Canvas, as a gift from the company. We provide all needed materials.

Print, U.S.A.

P.O. Box 2009 Hazleton, PA 18201-0675 (800) 538-1585 (717) 455-1977 FAX Contact: Mark Bender

Print, U.S.A. offers an elegant line of both traditional and contemporary designs for wedding invitations and announcements, social invitations, personal stationery, accessories and holiday greeting cards. The selection includes a choice of either raised-printing or genuine copperplate engraving, all at a 40 percent discount. An additional company rebate is available. Employees may order direct or through a company store. Albums and ordering supplies are provided at no charge. Satisfaction completely guaranteed.

Recreation Picnic Service 454 Prospect Ave. #19 West Orange, NJ 07052 (201) 992-7785 (201) 992-1636 FAX Contact: Joan Rothbard

Recreation Picnic Service organizes and conducts recreation programs for corporate outings. In addition to providing great games, contests, team building, tournaments and prizes, we offer clowns, carnival booths, rides, face painting, etc. We travel to the location of your choice.

Risk Management Group, Ltd.

5901-B Peachtree Dunwoody Rd., Ste. # 450 Atlanta, GA 30328 (770) 395-1711 (770) 395-1585 FAX Contact: Robert Kurdziel

RMG provides NESRA members with "Employee Club Protection," a complete program of insurance for employee associations. This includes liability coverage for sports and recreational activities, child care, directors and officers, real and personal property and more. Also provided is an auto and home owners program that can help generate revenue for your Employee Club. Special pricing and coverage available only to NESRA members.

R. J. Spencer Associates, Inc.

9825 W. Sample Rd., Ste. 203 Coral Springs, FL 33065-4040 (305) 345-8991 (305) 345-8997 FAX Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

Source One Mortgage Services Corp.

80 Blue Ravine Rd., Ste. 100 Folsom, CA 95630 (800) 736-0550 (916) 351-1999 FAX Contact: Alice Clarke Roe

Source One's Gold Key Mortgage
Program offers an average savings of
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Customer service advantages include fiveday appraisals, 10-day underwriting
decisions, interest rate locks up to 270
days and a program offering interest rate
locks and loan pre-approval to prospective
home buyers.

The Employee Publishing Group, Inc.

553 N. Pacific Coast Hwy., B-240 Redondo Beach, CA 90277 (310) 784-5939 (818) 797-9385 (310) 374-1465 FAX (818) 794-5418 FAX Contact: Robert Hessman

We offer "Direct Employee Access" through specialized publications and employee fun paks for businesses that want to reach employees of various companies.

Total Rebound, Inc. P.O. Box 2791 Napa, CA 94558 (707) 224-1895 (707) 259-0812 FAX Contact: John Wilkinson

Total Rebound is the pre-eminent team building company in the country providing state-of-the-art interactive games for corporate meetings, special events and company picnics. Our consistent attention to detail and service make us the first choice of meeting and event professionals anywhere. Call now for a brand new brochure and video.

Weider Publications, Inc.

Prime Health & Fitness Magazine 21100 Erwin St. Woodland Hills, CA 91367 (800) 340-8952 Subscriptions (818) 734-5734 FAX Contact: Tom Deters

Weider Publications Inc.'s *Prime Health & Fitness* is dedicated to the active man over 35. From health and nutrition, to grooming, psychology and sexuality, *Prime Health & Fitness* Magazine is the survival guide for the man who wants to look and feel better than ever. NESRA members save 44 percent off the newstand price.

Travel

A 1 Travel Store 7805 Telegraph Rd., Ste. 110 Bloomington, MN 55438 (612) 944-9060 (612) 944-9152 FAX INTERNET: WK70 for EZSabre users Contact: Irene Donaldson

Genuine personal service travel agency featuring all airlines, charter operators, cruises, Amtrack and Eurail passes, hotels and car rentals. Group bookings welcome. All members (retirees and company volunteers included) receive a 2.5 percent discount. Fare War Alerts sent by FAX to all coordinators. Send us your FAX number. No fee for our services.

Tell them you found them in NESRA's Buyer's Guide and Services Directory!



Aer Lingus

122 E. 42nd St. New York, NY 10168 (212) 557-1090 ext. 4010 Contact: Bernard Lynch

Aer Lingus, the National Airline of Ireland, flies between the U.S. and Ireland and from Ireland to the United Kingdom and Continental Europe. Aer Lingus vacations feature a wide range of tour products for both family and group travel. Group discounts are available. Call for more information.

Alamo Rent A Car

110 Tower 110 S.E. Sixth St. Ft. Lauderdale, FL 33301-5000 (800) 354-2322 Reserv. (800) 328-8018 ext. 7282 mem. (305) 522-0000 ext. 7282 Contact: Erik Barnes

Alamo Rent A Car offers NESRA members discounts on daily, weekly and weekend rentals. For reservations, call your professional travel agent or call Alamo at (800) 354-2322 and state your membership ID #236413 and rate code B-Y. To order membership ID cards or coupons for your employees, call (800) 328-8018 ext. 7282.

All Aboard Cruise Club

11114 S.W. 127 Ct. Miami, FL 33186 (305) 385-8657 (305) 385-5318 FAX Contact: Stephanie Mintz

The Club is exclusively designed for corporations. Membership is free to the sponsoring company and to employees. Members enjoy significant discounts on cruise vacations and a variety of free services. Sales incentive programs and meeting and conference planning services are available.

Aspen Skiing Company

P.O. Box 1248 Aspen, CO 81621 (800) 525-6200 (303) 920-0763 (303) 925-9024 FAX Contact: Kevin Owen

With four ski mountains, Aspen Mountain, Aspen Highlands, Tiehack and Snowmass, three hotels, golf and tennis, the Aspen Skiing Company offers a variety of recreational packages at special NESRA discount rates. Call (800) 525-6200 for details.

Avis Rent A Car System, Inc.

6301 lvy Ln., Ste. 710 Greenbelt, MD 20770-1492 (800) 331-1212 (301) 441-3481 Contact: James Mitchell

The employee-owners of Avis invite NESRA members to experience our state-of-the-art car rental services. Special savings are available by using the NESRA/Avis Worldwide Discount (AWD) number A310600. For reservations call our toll-free number.

Catalina Passenger Service Balboa Pavilion 400 Main St. Balboa, CA 92661 (714) 673-5245 (714) 673-8340 FAX Contact: Betsy Sturgeon

NESRA members visiting Catalina Island receive 10 percent discount on round-trip fare aboard luxury catamaran, Catalina Flyer, departing from Newport Beach, closest service from Orange, San Diego, Riverside and San Bernardino counties. Coupons available through your employee services representative. Call with any questions.

Certified Folder Display Service, Inc.

1120 Joshua Way Vista, CA 92083 (619) 438-7373 (619) 727-1583 FAX Contact: Anne Fearn

Certified provides free travel and recreation brochure display racks to major employers. Our racks feature major local and regional attractions and destination resort brochures. Our frequent restocking service keeps our displays well-stocked for your employees.

City Wide Reservations

2929 E. Desert Inn Rd., Ste. 20 Las Vegas, NV 89121-3604 (800) 733-6644 (800) 733-8616 Group Sales (702) 794-2943 FAX Contact: Kathy Clark

City Wide Reservations offers 10 percent discounts at over 25 Las Vegas and Laughlin Resort Hotel/Casino properties. Be sure to ask about special three-day/two-night packages, car rental rates, plus wedding and honeymoon packages.

Collette Tours

162 Middle St. Pawtucket, RI 02861 (401) 728-3805 (401) 727-4745 FAX Contact: Michael Daly

Established in 1918, Collette Tours is a family-owned business offering quality escorted tours to exciting destinations around the world. Each Collette tour includes accommodations, many meals, sightseeing, entertainment, most gratuities and taxes and the services of Collette's professional tour guides.

Cruise America RV Depot

11 W. Hampton Ave. Mesa, AZ 85210-5258 (800) 327-7799 (602) 464-7319 (602) 464-7339 Contact: Bob Caldarone

Cruise America offers a 10 percent discount on time and mileage charges on any rental RV (motorhomes, truck campers, trailers, motorcycles) from Cruise America or Canada. Over 100 locations local or one way. Must be reserved in advance. Call (800) 327-7799 to make reservations. RV Depot also offers \$500 off towards the purchase of a Cruise America used motorhome. Call the toll-free number for details.

El Monte RV Centers/ Motor Home Vacations

12061 E. Valley Blvd. El Monte, CA 91732 (800) 367-3687 (818) 443-3549 FAX Contact: Moz Dhanani

El Monte offers discounted motor home rentals. Major gateway locations in Los Angeles, Orlando, Vancouver B.C./Seattle area, San Francisco and New York (NY late '96). El Monte RV Centers are open seven days a week and provide a full range of motor homes from 20-34 feet. Each motor home is fully self contained and equipped with microwave, stove, refrigerator, toilet, shower, air conditioning, heat and more. Please call for more information on NESRA discounts, rates, equipment and other locations.

Executive Tour & Travel Services. Inc.

407 N. Wild Olive Ave. Daytona Beach, FL 32118 (800) 272-4707 (904) 255-3393 (904) 255-1292 FAX Contact: Frank Bertalli

Executive Tour & Travel Services, Inc. is a wholesale full-service travel agency offering discount vacation packages for individuals and groups. We specialize in vacation offers for Bahamas Cruises, Orlando, Daytona Beach, as well as Carnival Cruises and lowest airfare available.

Gateway Chevrolet-GEO-Oldsmobile-Aurora 5373 N. Milwaukee Ave. Chicago, IL 60630 (312) 631-9000 (312) 631-3150 FAX Contact: Susan Griffin

A local associate member since 1983, Oldsmobile and Chevrolet Car and truck sales, \$50 over invoice to your employees and their family members. Call for pricing discounts on limited availability vehicles.

Global Holidays

9725 Garfield Ave. S. Minneapolis, MN 55420-4204 (800) 599-2934 (612) 948-8200 (612) 948-8355 FAX Contact: Jeannette Kay

Global Holidays is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

Get-Away Today, Inc.

1491 E. Ridgeline Dr., Ste. 300 Ogden, UT 84405 (800) 523-6116 (801) 479-1313 (801) 476-1309 FAX Contact: Tina Billmire

Get-Away Today is a wholesale travel company offering discount vacation packages to companies and their employees. Get-Away Today specializes in Orlando-Walt Disney World; Anaheim-Disneyland; Las Vegas and more! Save up to 40 percent when choosing Get-Away Today. Call our 800 number or fax us for details.

Happy Discount Plans

128 Kingsmeadow Ln. Blacklick, OH 43004 (800) 798-2594 (614) 575-8533 (614) 575-8534 FAX Contact: Howard Cherry

FIFTY PERCENT OFF-GUARANTEED-50 PERCENT OFF. Directory and ID card provides 50 percent off at over 3,400 hotels and motels across the USA and Worldwide. Normal annual membership price is \$39.95. NESRA members pay only \$24.90. Mail to above address and your directory and ID card will be mailed within 72 hours.

Links & Legends

1860 Blake St., Ste. 760 Denver, CO 80202 (303) 292-6363 (303) 295-0555 FAX Contact: Dan Watkins

Links & Legends is a membership club for golfers. We save our members time by making all guaranteed tee times as well as all other travel reservations. We save our members money through our association with resorts, car agencies, golf courses and airlines. We inform our members as to travel ideas through our newsletter and our informed travel agents.

Mears Transportation Group

324 W. Gore St. Orlando, FL 32806 (407) 839-1570 Contact: Karen Pitcherello

Mears Transportation is the largest ground transportation company in Central Florida. Some of the services offered are 24-hour transfers to all hotels for both individuals and groups. Our other fine quality service includes attraction transfers.

Princess Vacations/ Princess Hotels Int'l.

1070 Lee Wagener Blvd., Ste. 200 Ft. Lauderdale, FL 33315 (800) 223-1818 Reserv. (800) 545-1300 Reserv. (305) 359-3099 ext. 104 (305) 359-9585 FAX Contact: Jackie Rudd

Princess Hotels Int'l. operates luxury resorts in Acapulco, Bermuda, Grand Bahama, Scottsdale and Palm Springs. Princess Vacations is the tour division that offers nonstop air-inclusive packages to the Bahamas Princess Resort & Casino from various U.S. cities. Call for reservations.

Spirit Cruises

501 Front St. Norfolk, VA 23510-1009 (804) 627-2900 (804) 640-9242 FAX Contact: Joan Heikens

America's most exciting harbor cruises, offering daily all inclusive packages for lunch and dinner including dining, sightseeing, festive show and dancing. Spirit Ships operate in Baltimore, MD; Boston, MA; Chicago, IL; New Jersey; New York; Norfolk, VA; Philadelphia, PA; Seattle, WA; and Washington, D.C.

Swissair

608 Fifth Ave. New York, NY 10020-2303 (212) 969-5734 Contact: Anita Segal

Swissair offers all NESRA members, active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

The Cruise Shop/Viking Travel Service 140 N. LaGrange Rd. LaGrange, IL 60525 (708) 482-8410 (708) 482-3445 FAX Contact: Mary Ann Schneider

An active local member since 1987 The Cruise Shop/Viking Travel Service has a staff of 30 employees to serve you. We offer a 'Discount Club' for NESRA members. All discounts off lowest published prices: air carriers 3 percent; all vacation destinations 5 percent and cruises, up to 50 percent. Special rates for groups of 15 or more. We offer discounts for both business and personal travel.

Travel Time HQ

7128 Mirmar Rd., #15 San Diego, CA 92121 (800) 437-TIME (8463) (619) 537-0700 (619) 537-0738 FAX Contact: Joanie Haugen

Travel Time Headquarters offers 10-30 percent travel discounts. Contracted by the Ministry of Tourism for Costa Rica as the preferred agency nationwide for travel into Costa Rica: corporate, meeting planning and passport. Travel Time HQ offers its own travel custom swimsuit, T-shirt and hat lines. Call for information.

Wildwater Expeditions Unlimited, Inc.

P.O. Box 155 Lansing, WV 25862 (304) 658-4007 (304) 658-4008 FAX Contact: K. Christopher Dragan

Established in 1968, Wildwater Expeditions has been providing fun and adventure with recreational rafting expeditions, kayak instruction and introductory rock climbing for groups or individuals. We also provide corporate team building for the progressive companies of the 90s.

Visitors/ Convention Bureaus

Florida's Space Coast Office of Tourism

2725 St. Johns St. Bldg. C-346 Melbourne, FL 32940 (407) 633-2110 (407) 633-2112 (FAX) Contact: Bonnie King

A full service destination marketing organization promoting Orlando's closest beach to all attractions, very affordable and family oriented, home to Kennedy Space Center, beautiful beaches and 8,300 hotel rooms.

Kissimmee-St. Cloud Convention & Visitors Bureau

P.O. Box 422007 Kissimmee, FL 34742-2007 (800) 333-KISS Reserv. (800) 831-1844 U.S.A. & Canada (407) 423-6070 Orlando (407) 847-5000 Contact: Lori Driscoll

Kissimmee-St. Cloud Convention & Visitors Bureau is a central Florida destination promotion agency representing over 29,000 accommodations and 6,000 campsites located outside of the main entrance to Walt Disney World and close to many other central Florida attractions. Consumer information is available.

Lake Havasu City Visitors & Convention Bureau

1930 Mesquite Ave., Ste. #3 Lake Havasu City, AZ 86403-5772 (800) 242-8278 (602) 453-3444 Contact: Kathleen Michelena

The Lake Havasu City Visitors & Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

Las Vegas Convention & Visitors Authority

3150 Paradise Rd. Las Vegas, NV 89109-9096 (702) 892-0711 Contact: Jesse James

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24-hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

Laughlin Visitors Bureau

3650 S. Pointe Circle, #104B Laughlin, NV 89029-0424 (702) 298-3022 (702) 298-0013 FAX Contact: Al Guzman

Laughlin Visitors Bureau extends its welcome to NESRA members to visit its resort destination featuring 10 hotel/casinos on the banks of the beautiful Colorado River. Attracting over 5 million visitors a year with affordable room rates, great food and 24-hour gaming. Laughlin offers fishing, boating and water recreation.

Orlando/Orange County Convention & Visitors Bureau

6700 Forum Dr., Ste. 100 Orlando, FL 32821-8087 (407) 363-5834 (407) 363-5899 FAX Contact: Danny Radcliff

This full-service convention and visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitors' Guide and a discount Magicard.

Quad Cities Convention & Visitors Bureau-IA/IL

2021 River Dr.
Moline, IL 61265
(800) 747-7800
(309) 788-7800
(309) 788-7898 FAX
Contact: Bruce Riley McDaniel
Cathie Witte

The Quad Cities (Moline/East Moline/Rock Island, IL and Davenport/Bettendorf, IA) are located in Eastern Iowa and Western Illinois. The Bureau assists you in your plans to experience riverboat cruises, restaurants, shopping, festivals and concerts. Call for group discounts and a visitors guide. Experience Quad Cities: Midwest Magic on the Mississippi River.

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The Complete Elder Care Planner, by Joy Loverde, is ideal for distribution to employees as the elder care resource. The Planner includes these timely chapters:

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- · Ready Cash
- Housing

- Long-Distance Assistance
- Elders & Driving
- Estate Planning
- Insurance for a Longer Life
- · Health & Wellness
- Managing Medications
- · Quality of Life
- Caregiving Questions to Ask

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—Karyn Evens, Staff Specialist Amgen, Inc.

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192 pages, 8 1/2 x 11, Softcover, Large Type, Index

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Personalized editions and caregiver seminars are available. Call Silvercare Productions (312) 642-3611 for details.

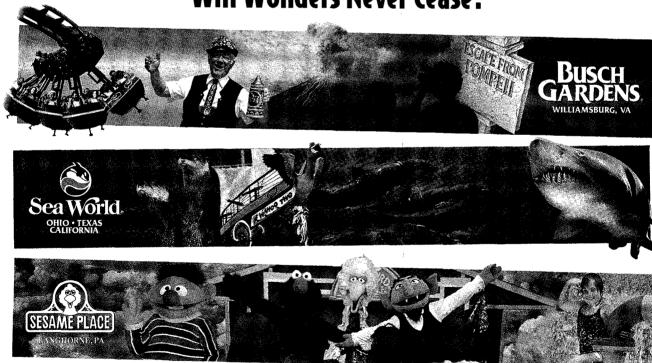
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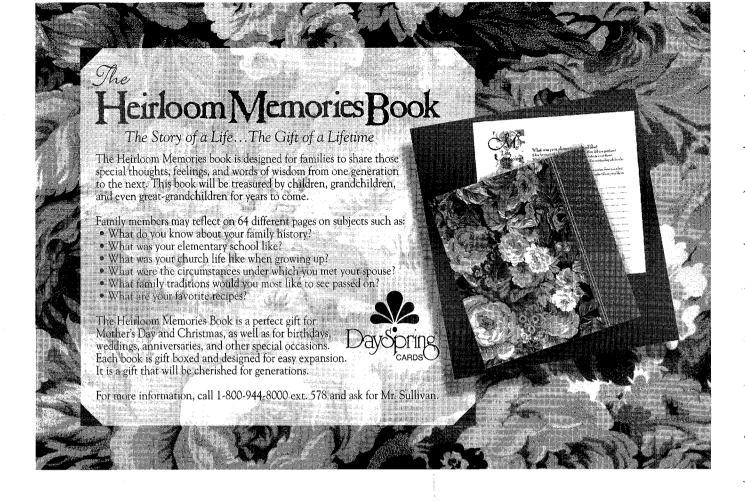
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A City-Wide Wellness Worksite Intervention Program

by Lisa Lorenzini, MPH, CHES and Naomi Modeste, Dr.PH, CHES

his article describes the development, implementation and evaluation of the City of Tempe's "Wellness for Life Program," a multifaceted health promotion effort designed to help employees and their families identify and reduce health risks in their current lifestyles. The program is administered at a number of City worksites and is available free to families covered under any of the City's health insurance plans. "Wellness for Life" encompasses health screening including computerized health-risk appraisal, health education classes, health education hotline, self-help kits and gift incentive/prize drawings, well women's and well men's clinics, vaccinations, wellness presentations and quizzes, a monthly newsletter, health education literature, videotape library and special interest classes and events.

A part of the evaluation scheme is to compare health-care claims of employees participating in the wellness program with those not participating. There is indication that employees participating in the program over a period of time are generating fewer health-care claims than their nonparticipating counterparts over the same time period.

Program Description

The city of Tempe, Arizona, initiated a "Wellness for Life Program" in the summer of 1987 and formerly introduced it in 1990 with an annual health screening, newsletter and monthly wellness presentations. Additional components of the program include but are not

limited to "Well Women's Clinic" to evaluate women's health status and general gynecological health; "Well Men's Clinic," assessing men's health status; and prenatal education facilitated by the "Moms and You" program from the March of Dimes. The rationale behind developing this wellness program was to provide employees and their families support, motivation and encouragement in making positive lifestyle changes, thus improving morale and productivity while better managing the increasing rise of health-care costs.

There are also three other programs that are offered independent of the wellness program: CONTACT employee assistance program where employees and their families receive eight free visits per year and subsequent visits for a nominal fee; Dependent Care where employees can designate pre-tax income toward child and elder care expenses; and Mediflex, where employees with three or more years of service receive certain monetary benefits that can apply to legitimate medical expenses not fully covered by their insurance plan such as PPO and HMO co-pays, prescription, dental and vision products and services.

Critical to the success of this program has been the commitment and support from top-level management. Management actively supports employees' participation in the wellness program and believes in the value of health promotion. As a result of their commitment and support, the City has established a corporate culture that is health oriented.

Read how this wellnes program reaches worksites and how it is evaluated in terms of comparing health-care claims of participants and nonparticipants. In 1990, the City significantly expanded the program when it contracted with a health maintenance organization to administer a Wellness for Life program for its benefits eligible employees and their spouses as well as retirees. Fundamental to this program is the health screening administered semiannually at the worksite with the following protocol:

Health risk appraisal—

The adult health inventory from "Response Technologies" is the primary tool used for data collection of health risks. This appraisal program is designed to provide a basic assessment of the participant's present and future health risks based on health history, screening assessment and evaluation of personal lifestyle variables such as smoking, alcohol consumption, seat belt use and exercise. Information gathered is processed on-site giving the health-care provider an additional tool to use in educating participants regarding lifestyle behaviors.

- 2. Biometrics—Measurements include blood pressure, pulse, weight, height, body fat via three site skinfolds using the skinfold caliper, waist/hip ratio and ideal weight prediction.
- 3. Laboratory—Measurements or tests include total/HDL cholesterol and a risk ratio, glucose and a hemoccult test (for participants over 40 years old).
- 4. Fitness testing—Measurements include aerobic capacity and estimation of maximum oxygen output using a bicycle ergometer to assess cardiovascular fitness.
- 5. Counseling—A health care provider (usually a physician's assistant or a nurse practitioner) is available for interpreting and explaining the health risk appraisal and test results, to answer questions participants may have about achieving and maintaining health related goals and to counsel about behavior changes when necessary or appropriate.

The health-care provider, upon identifying a problem in need of follow-up, informs the participant of the problem and encourages or recommends a follow-up with her/his primary health care provider. The medical record generated from the screening and appraisal is available to the employee's health care provider upon written release from the employee. It is not the provider's intent to assume medical care of any employee, but rather to act as a source of information and referral to the employee's regular health care provider.

During the screening, the participant is introduced to the Personal Health Guide, a tool designed to educate participants about their risk in various health categories. Each participant is asked to set specific goals based

on his/her risks, and in addition contract to make positive attempts at modifying spe ific behaviors. Once these goals are achieved, the participant is awarded a number of points to spend on gift incentives of choice. A gift incentive catalog is given to each employee explaining the point system and listing the gifts that are being made available.

Incentive Program

For participation in the program, employees are awarded points, which can be redeemed for gift incentives and automatically qualify them for drawings held throughout the year. The "Wellness for Life Program" strongly encourages the use of an incentive system that balances extrinsic and intrinsic rewards to help encourage and motivate individuals to achieve and maintain positive lifestyle behaviors.

Points are awarded for all aspects of the program and as points accumulate, employees may redeem these points for gifts. These extrinsic rewards are incorporated into the program to give employees a sense of ownership, while at the same time encouraging attendance, goal setting and compliance. Intrinsic rewards such as self-motivation, positive attitude and a desire to change are more difficult to achieve and are experienced later in the program but are critical to long-term success and a survival strategy in the event of a relapse. A vital link to these two types of motivation is the initial and six-month follow-up counseling sessions built into the wellness program.

Participants earn points through a number of activities, including participating in an initial health screening, a follow-up health screening, exercise, following self-care/lifestyle enhancement guidelines (part of exercise and lifestyle logs they complete monthly), wellness trivia quizzes, not using any sick leave, using self-help kits and audio-cassettes for those unable to attend classes, attending wellness presentations, watching videotapes, receiving skin cancer screening and vaccines, donating blood and other behaviors that contribute to improved well-being. Participants receive a quarterly statement charting their progress and can redeem their points for prizes any time throughout the year. The majority choose to redeem their points at the completion of the program year to maximize their ability to choose the most desirable gift incentives. Initially, the focus was on accumulating exercise points through physical activity, however, in recognition of the importance of

other lifestyle behaviors, a lifestyle enhancement log was initiated for selfmonitoring of the following behaviors:

- Dental hygiene—Flossing and brushing teeth and dental visits twice per year.
- 2. Environmental health concerns—Recycling materials and ridesharing.
- **3. Nutrition**—Eating a well-balanced diet to include adequate nutrients, healthful snacks, reduced fats and sugars.
- 4. Injury control (safety)—Wearing seat belts, observing speed limits and traffic regulations, refusing to operate a vehicle while under the influence of alcohol and wearing a helmet while cycling.
- 5. Self care—Breast self-examination, testicular exam, annual physical, annual vision exam (or as may be recommended), and the practice of "safe" sex.
- Stress management— To include physical, psychological, spiritual and social aspects of managing stress.
- Sunwise—Avoiding unnecessary exposure to the sun, using sunscreen, wearing protective clothing and examining the skin regularly for changes.
- 8. Tobacco use reduction—
 Avoiding the use of all tobacco products and enrolling in smoking cessation programs.

Intervention

Health education classes addressing the physical, mental, emotional and spiritual dimensions of health to help reduce risks and promote well-being are administered both at the worksite and health care centers.

A health education hotline is available to answer questions relating to a number of health topics and is available Monday through Friday 8 a.m. to 5 p.m.

In addition to the Wellness for Life Program, many employees participate in the yearly Healthy People 2000 Fitness Challenge, a friendly exercise competition among local organizations and National Employee Health and Fitness Day; in biyearly well women's clinics and well men's clinics for gynecological and reproductive health and have access to four City workout facilities; receive free skin cancer screening; receive flu and pneumonia screening and shots for a nominal fee; check videos out of the tape library and receive health resource

material such as parenting literature among others.

Program Implementation

The Wellness for Life Program was formerly introduced in 1990 when the City of Tempe contracted with a health maintenance organization to provide comprehensive, multifaceted on-site programs. A request for proposals was developed with the City's required program criteria and distributed to health maintenance organizations, local hospitals, mobile on-site screening units and any entity capable of providing health services delineated for the wellness program. While several respondents could provide health screening at their place of business, we chose one in particular because it was the only one capable of delivering a multifaceted program at the worksite. Since the inception of the program, other organizations have developed programs and services similar to the chosen program, but the City of Tempe has experienced strong satisfaction with most aspects of the program and has not detected any reason for change.



HEALTH PROMOTION

The program was marketed in a number of ways, including direct mail to both work and home addresses, electronic mail, which is received by approximately 75 percent of employees, messages posted on bulletin boards for those not receiving e-mail, and information was placed in the weekly newsletter.

To optimize awareness, interest and participation, the health screening was scheduled during work hours at several City facilities, including the Water Management Division, Field Services Division, Community Services and Human Resources Division. All employees targeted either work at one of these facilities or are in close proximity. The City of Tempe Wellness Program is provided at the facilities to encourage as much participation as possible and to eliminate potential barriers such as transportation to and from the screening sites and having employees participate on their own time.

In November each year, employees, their spouses and retirees are invited to attend a Benefits Fair, at which time they are informed of any benefit changes for the following year and have an opportunity to sign up for the Wellness for Life Program or re-enroll if they are already participating. The program runs January through October, with health screening scheduled in January and July. Participants can enroll at either time, though it is to the participant's benefit to start in January so s/he has a full year in which to accumulate points to apply toward various gifts and drawings.

The primary factors influencing participation are:

- Employee's perception of the importance of his/her health
- 2. Convenience
- 3. Accessibility
- 4. Supervisory/managerial support
- 5. Employee's perception of incentives and their value
- Employee's attitude regarding intrinsic fulfillment vs. extrinsic reward
- **7.** Relationship with and influence of peers

Reinforcement and Progress Assessment

Orientation and individual counseling are crucial to the success of the wellness program. To enable employees and spouses to make changes and remain motivated for the duration of the program, participants receive feedback on the results of their questionnaire

and tests that were performed. A health-care provider describes the purpose of the tests, explains the "normal" ranges and provides guidelines for appropriate lifestyle changes. The health-care provider also assists the employee with goal setting (both short-and long-term) and the development of a plan for change if desired. Monitoring is done initially at the first health screening and then followed-up six months later. This interaction gives the employee an opportunity to build a relationship with the Wellness for Life staff and allows for personalized feedback. All information is treated confidentially.

Program Evaluation

Evaluation is measured in a number of ways. To meet the challenge of achieving high participation and adherence rates, an assortment of assessments, surveys and activities are scheduled throughout the year. Informal surveys are also periodically distributed to access employee satisfaction with a particular program and every attempt is made to incorporate suggestions, resources permitting. Outcomes from these assessments and surveys are compiled and evaluated, leading to program improvements and optimally increased participation. Employees are asked the following three main questions every two years:

- Has the program met your expectations?
- 2. What are some of the barriers to the program's success?
- **3.** Do you have any recommendations to enhance the program's success?

Any comments regarding the health screening protocol, health education classes and incentives are solicited. An evaluation survey was distributed to participants in 1992 and 1994 and will be conducted again in 1996. Survey results indicated that employees were faced with divorce, parenting and sandwich generation issues as well as coping with chronic diseases within their families and needed additional support in these areas. Long-term participants have requested new health education classes in addition to the typical weight control, smoking cessation, cholesterol control, building self-esteem, healthy aging and stress management. As a result of their assessment and suggestions classes were added in 1994 to include positive discipline, children and self-esteem, assertiveness training, spirituality and health, how to survive a divorce, helping kids survive television, the art

A Comparison of Health Care Claims of Program Participants vs. Nonprogram Participants Over A 2-Year Period

Plan		Number of Lives Paid plan enrollment	Amount Paid	Average Cost per Employee
1992/93	•			
Nonparticipant Employees in basic insurance plan and PPO insurance plan	COT Basic (CTB)	45 673	\$ 75,414.52 \$ 819,767.83	\$ 1,675.88 \$ 1,218.08
Wellness Participants enr	olled in above plans	308	\$ 285,607.70	\$ 927.30
1993/94		4		
Nonparticipant Employees in basic insurance plan and PPO insurance plan	{ COT Basic (CTB) COT PPO (CTP)	42 700	\$ 19,663.61 \$ 925,535.60	\$ 468.18 \$ 1,322.19
Wellness Participants enrolled in above plans		195	\$ 195,794.20	\$ 1,004.07
		Total Claims for the Period CTB CTP Wellness Particpants	07/01/92—06/30/94 \$ 2,144.06 \$ 2,540.27 \$ 1,931.37	
COT: City of Tempe	CTP: PPO Plan C	TPW: People enrolled in the he	ealth plan and wellness participant	-

of being street smart and overviews on Parkinson's and Alzheimer's disease.

Additionally, we are in the third year of conducting a study to determine what impact the program has had on health-care claim utilization. Our initial findings reveal that those employees who participate in the program have greater awareness and knowledge of their health as evidenced by a decrease in their health-care claims when compared to those employees who do not participate in the program (see Table 1).

Sixty percent of employees participating are male and 40 percent are female. The age ranges from early 20s to late 60s including some retirees, but the median age is 38.1 years. Participation has fluctuated over the years as the figures in Table 2 demonstrate. We have experienced a very low participation in 1994, but were able to increase that figure in 1995. Employees' renewal of commitment to their health may be partly responsible for this increase, in addition to new employees joining the program. An ongoing challenge is the soliciting of participation from the more resistant occupational areas such as public works. Motivating employees in these areas is particularly difficult. Some employees choose to Table 2

Participation Figures Over the Past Six Years

1990	1991	1992	1993	1994	1995
505	424	419	328	299	386

participate every other year and the turnover also contributes to the challenge. We would like to do a better job of communicating these benefits to spouses as many employees do not share information about the program with their families. An important goal for the future is to increase marketing efforts in communicating these benefits to employees and their families.

Lisa Lorenzini, MPH, CHES is wellness and benefits specialist for the City of Tempe, Tempe, Arizona. Naomi Modeste, Dr.PH, CHES is associate professor of the School of Public Health, Loma Linda University, Loma Linda, California.



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When Employees Moved LERC Followed Them

by John Blowers and Craig Wilsman, CESRA



What would you do if you lost over 50 percent of your store's customers? What would you do when you found that nearly 50 percent of the employees you service are located off site? What would you do if over 50 percent of your employees commute over two hours each day?

he Lockheed Employees Recreation Club (LERC) located in Palmdale, CA, found itself in this exact scenario in 1992. It was then that the entire company relocated to Palmdale, a one-hour drive from its original home in Burbank, CA. A"merger of equals" caused the move. Though our company changed from Lockheed to Lockheed Martin Skunk Works, our association name has not yet been legally changed to reflect the new name. The Lockheed Employees Recreation Club (LERC) now serves the employees of Lockheed Martin Skunk Works; the home of the famous SR71 Blackbird, the U2 Dragon Lady and the F117 Stealth Fighter airplanes. With this major change, LERC was faced with many challenges. One was to maintain employee services at both locations during the

transition process. It became clear that there was only one major solution: Develop a mobile store to complement our existing store.

Before you learn about our mobile store, you must get information about our permanent store and its operation.

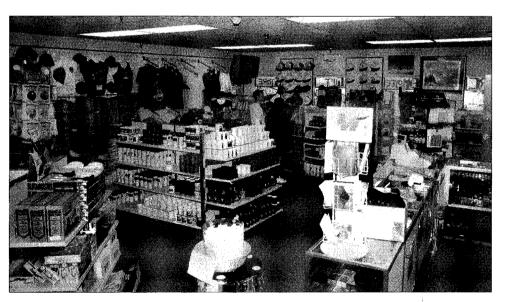
For-Profit Store Owned by Nonprofit Club

Back in 1988 LERC made a significant shift in our operation. With the understanding that our nonprofit Club needed to protect its nonprofit status from "unrelated income" problems, we decided to incorporate our employee store to create a separate for-profit corporation. In this way we were able to avoid "unrelated income" problems and create an entity that could be open to the public. This provided a vehicle to produce revenue for the

nonprofit Club in the form of rental income and store profits that could be used for Club activities and help reduce our reliance on company subsidy dollars. The for-profit Store Corporation became then, a wholly owned subsidiary of the nonprofit Club Corporation.

Store To Benefit Employees

We have a very modern retail store complete with all the latest retail displays. Our 1,000-square-foot store is located with our company credit union, which makes for an ideal location. Because Lockheed Martin Skunk Works is a high security facility we are located outside the perimeter and some distance from our employees. This works for us in that the public has access to our store, however, it also works against us because we are separated from our employees. We offer our employees an additional 10 percent discount on all merchandise, (the public pays our reduced retail price.) We offer all our movie and entertainment tickets, as well as a



LERA's 1,000-squarefoot store offers a variety of commuter services in addition to popular merchandise.

variety of commuter services. The main focus of our employee store is to serve our employees.

Among the commuter services (named such because they are geared to the majority of employees who commute over an hour to work) we offer are dry-cleaning, shoe repair, notary, magazines and best-seller books, books on tape, greeting cards, easy listening tapes, previously viewed videos, photo service, car wash pick-up/delivery service and travel sundries. We have literally made our store a

"one-stop shopping store." One of our unique benefits is that we are the only store that offers original Skunk Works logo merchandise. We carry a large selection of merchandise silk-screened, embroidered or etched with our Skunk logo, F117 Stealth Fighter, and U2 Dragon Lady, SR71 Blackbird designs. Because of the worldwide popularity of our products, we offer a full color brochure to enable us to capture the mail-order trade as well. Our Skunk Mobile is an extension of the main store and is a virtual store on "wheels."

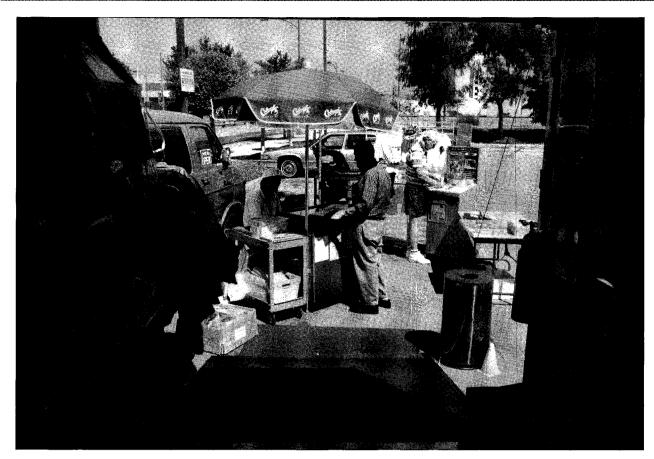
Skunk Wobile's Design

When we were faced with the fact that we were moving our entire Club and Store to our new location in Palmdale, we knew we would literally be leaving behind 50 percent of our employees and customers. We also knew that our immediate survival depended on developing a strategy to keep them as customers. We needed a way to establish our new store in Palmdale and still service

employees who had not yet moved to our new location. After looking at several options, we decided the only solution was to go mobile. We had to take the store and services to the employees, a sort of mountain to Mohammed strategy. And so, the Skunk Mobile was created.

With words of wisdom from Craig's father-in-law who suggested that we go with a trailer instead of a large truck, (lowering operating cost) we decided on a custom trailer. His wisdom paid off because we were able to keep our start-up cost under \$5,000! We had a professional trailer company manufacture our trailer to our specifications. We decided to go

with a single axle trailer because we could tow it with our Club van. A double axle trailer would have increased everything from the cost of the trailer to driver training. Our custom designed trailer is 6'x12'x6'x4" with a ramp and includes shelves that are welded into the frame and positioned at different heights and angles for our merchandise. This provided for maximum wall space for displaying the products, leaving the interior space available for our mobile cash register, computer and portable counter.



Since we were going to have a walk-in store we needed an exterior cashier set-up. We decided not to get too fancy and used some tables and carts along with a portable computer table to further display our merchandise and serve as a check-out counter. It works perfectly because we can store all of our small merchandise underneath the computer table. We use umbrellas for shade and our van serves as the back wall for our salesclerk. Besides giving the exterior shopping area some enclosure it also provides a natural barrier for would-be "busy bodies" who might want to walk up behind the salesclerk.

It only takes one person about 10 minutes to set-up or take down our entire Skunk Mobile setup. We attempted to get a permanent portable computerized cash register set-up, but because of the lack of electricity we still use manual receipts on some of our trips. Once the day is done we ring in the sales in our separate Skunk Mobile Cash Register back in our main store. This keeps our inventory separate from the main store.

Skunk Mobile Purpose

The Skunk Mobile was designed to service the employees and retirees "left behind" by our move to Palmdale. We found that it was received with open arms. We did not realize at the time how much of a positive impact this would have with our customers, both employees and retirees. In fact, many of the retirees saw us as their only remaining connection with the company, as the company moved to its new location some 70 miles away. Now, some three years later, our Skunk Mobile still makes the weekly trip back (140 miles round trip) to serve our retirees, basically the only ones left at the former facility. And as long as they keep coming to see us at the old Burbank location we will continue to make that trip, because, service is our business.

Skunk Mobile's Role Evolves

We have established a very positive track record of reliability and consistency. In fact we even made the trip to the Burbank facility the Thursday after the 6.7 Northridge Earthquake in January of 1994. Further, we began to include additional services with the Thursday trip. Many of the retirees come by just to pick up our company newspaper once a month. We distribute our annual See's Candies pre-paid boxes right out of the Skunk Mobile van every November. We even had Santa Claus pay a visit in the mobile store during our Children's Christmas Holiday Program. (Who says Santa needs a sleigh!).

The great response has allowed us to expand our service beyond what we originally intended. For example, we were contacted by Customers can shop inside the Skunk Mobile and walk outside to choose more items or to pay the cashier

V
Our typical
set-up for an
Air Show is
quite

elaborate . . .

several of our remote locations and asked if the Skunk Mobile could visit them. With great enthusiasm we said, "When do you want us?" We scheduled monthly trips out to some locations that were over an hour from our main store. They went very well until downsizing depleted the majority of the employee base at those locations. Despite the great popularity of the Skunk Mobile it was even more popular at our Board of Directors meetings. Why you may ask? Without the Skunk Mobile we would have been so far in the red that our employee store would not have survived.

It was the right decision and the numbers proved it. In addition to reducing our Cost of Goods and General and Administrative expenses, we had to increase our sales volume if we were going to see a profit. With the Skunk Mobile going out just once a week we were able to turn a profit our first year. Now that we are in our third year, our on-site employee store is also turning a profit. We have not only survived the transition of our move to Palmdale, we are thriving.

On the Road...Air Shows

Perhaps the most significant impact the Skunk Mobile has had was at our first air show at Holloman Air Force Base in Alamogordo, NM. Holloman is the home of Lockheed Martin's F117 Stealth Fighter. We got our first invitation from our F117 Program Office to attend the show in 1994. We have attended now for two years and our plans for the coming years are to take about 10 volunteers. At least six of the staff will be volunteers from our Board of Directors. We will continue to make it an annual trip for our Club and Store while supporting our company's mission. Our typical set-up for an Air Show is quite elaborate. We set up three canopies in front of the Skunk Mobile ramp (600 square feet of retail floor space), bring two cash registers along with our computer, tables, our skunk costume, our LERC blimp display and enough merchandise to sell to 20,000. All this fits "neatly" into the Skunk Mobile and the van, which are shipped down on a flatbed truck from Palmdale to Holloman. Doing the Air Show requires a tremendous amount of work and long hours. However, it is worth the effort because it gives us a chance to support our company in a meaningful way.

Combined Effort Is A Success

As far as choosing between operating a mobile store or a store front we would have to say that our combined operation was and is the best for our situation. They both enable us to provide a service. We feel the biggest advantage for the mobile store is that you can increase your services and consequently your sales. It can cost more to operate both but that depends on your personnel and your circumstances. It also depends on how much of the general and administrative expenses each will have to absorb. Having a permanent location is ideal because you can do regular retail business. However, with a mobile store and the flexibility that it can provide, you may be able to reach more of your employees. Both operations build a client base and each have customer challenges.

Lessons Learned

We are fortunate to have a vision that states: "You have to be willing to spend money in order to make money." Our organization has been through an awful lot over the past five years especially having to deal with the aerospace downsizing. During this aerospace depression we have actually prospered. It was the decision and wisdom to go ahead with the Skunk Mobile that helped us not only survive but thrive in the process. Our advice to others would be to learn what you can from us, but to go beyond where we are! The only things we would do different would be to buy a large popup canopy for our standard setup and find some way to have computerized sales all the time. Those two things would save on the wear and tear of some displayed merchandise and expedite our sales and daily closing procedures. One final thought, be sure you have a good team, a team that is willing to work together not only in the good times, but in the tough times as well. Don't be surprised if someday you see our Skunk Mobile rolling by.

John Blowers is LERC Executive Director, Craig Wilsman, CESRA, is LERC Employee Store Manager.

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Editorial Index

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Keep this index on file and use it as a resource tool when looking for information on ES&R programs.

Feature Articles

- "Bubble" Chosen for Wegmans Food Markets Sports Club, Deborah Clarke, May/June, p. 12
- Are You At Risk?, Bob Kurdziel, May/June, p. 7
- Are You Ready to Survive?, Jim Battersby, February, p. 13
- Boost Morale With an Employee Talent Show, Karen G. Beagley, March, p. 25
- Budgeting For Associations, Ed McMillan, C.P.A., October, p. 6
- Case Study: Management Cites Benefits of Employee Recreation Services at UNC Hospitals, Chris A. Wilsman, M.S., CESRA, October, p. 23
- Conveniences & Amenities For Employees, October, p. 16
- Ease Your Fear of Coordinating a Pre-Retirement Planning Workshop, Debbie Friedman, May/June, p. 25
- Employee Stores Evolve to Meet Changing Needs, Cynthia Helson, August, p. 8
- Employees Get 'Refueled' at New Health Food Bar, Yvonne Myles, May/June, p. 15
- Family Activities Conveniently Create Quality Time, March, p. 9
- Gearing Up to Join the Next Generation, Randy Schools, CESRA, January, p. 8

- Grand Openings of New Fitness Facilities Continue and Existing Facilities Expand Their Services, May/ June, p. 11
- How to Create Creativity, Bob Higgins, July, p. 17
- Increasing Membership in an Employee Association, Bob Crunstedt, CESRA, November/December, p. 7
- Integrating Wellness at Chattanooga State: A Well-Designed Plan, Tom Crum, August, p. 19
- Make the Choice Easy, Brenda Geoghagan, February, p. 6
- Membership Numbers Surpass Expectations at the New Dallas Texins Activity Center, Margaret Breedijk, May/June, p. 19
- Motivating On A Dime, Malia Boyd, July, p. 13
- Opening Corporate Facilities to the Community, Ann Denise Jameson, CESRA, November/December, p. 13
- Outsourcing: Adjusting To Being Affected By It, Avoiding Being A Victim of It, Bud Fishback, CESRA, August, p. 16
- Please, Take it Personally, Michael P. Scott, March, p. 29
- Proven Link Between Recreation & Happiness, February, p. 23
- Re-engineering Your Career To Fit the New Corporate America, Stan Goss and Tim Marvin, January, p. 25

- Save Your Department Money With These Cost Cutting Ideas, April, p. 6
- Show & Tell The Value of Your Programs, Linda Hilliard, April, p. 19
- SmithKline Beecham Wellness Rx Facility: Emphasizing Customer Service and Identifying Trends, Lisa Kurzeja, May/June, p. 16
- Surviving An Internal Audit, Patrick Melvin, C.P.A., August, p. 6
- Telecommuting: Creating A Nation of Isolates?, Walter Polsky, May/June, p. 28
- Using Surveys and Focus Groups for Best Results, Jon C. McChesney, ABD, April, p. 29
- What Are You Doing Right?, Cynthia Helson, April, p. 9
- What To Do When Your Job Is Not A Picnic, David Duke, March, p. 16
- Working With Convention and Visitors Bureaus, Kelly Ragains, September, p. 18
- You Can't Feed Them If You Don't Know Them, Richard Flint, C.S.P., October, p. 9

NESRA

Features

- Capture the Spirit of Savings in NESRA's Exhibit Hall, March, p. 20
- Introducing NESRA's 1995 President, January, p. 13

- Invitation to NESRA's Annual Conference and Exhibit, Phyllis Smith, CESRA and Jennifer Morgan, September, p. 9
- NESRA and Amateur Athletic Union Join Forces Creating More Opportunities in Corporate Athletics, February, p. 36
- NESRA Movement Gains Momentum at Conference, Cynthia Helson, July, p. 4
- NESRA Proudly Presents Its 1995 Employer of the Year Merle Adrian, April, p. 22
- NESRA's 54th Annual Conference & Exhibit: General Session Preview, February, p. 19
- NESRA's 1995 Awards of Excellence Proudly Presents Award Winning Employee Programs, July, p. 20
- NESRA's Annual Report, John Felak, CESRA, September, p. 6
- NESRA's Regional Conference Highlights, May/June, p. 23
- Official Call for Entries and Tips for Creating a Winning Entry, January, p. 18
- You're Part of the \$160 Million Employee Services Market, January, p. 20

Employee Store

Building Relationships With Suppliers, Albert Maslia, April, p. 37

- Cash or Charge, Make It Easy for Customers to Buy, January, p. 28
- Catalogs Increase Sales Without Risk, John Blankinship, September, p 32
- Customer Service: The Little Things Can Make A Big Difference, Bob Higgins, October, p. 30
- Effective Strategies of Sony's Family Centers, May/June, p. 34
- Employee Stores Evolve to Meet Changing Needs, Cynthia Helson, August, p. 8
- Gearing Up for the Winter Holiday Season, Kim Rice, August, p. 25
- Getting Them In The Door, Cynthia Helson, March, p. 34
- Joining The Same Team, Cynthia Helson, July, p. 35
- Next Time, I'll ..., Cynthia Helson, February, p. 30
- When Employees Moved LERC Followed Them, John Blowers and Craig Wilsman, CESRA, November/ December, p.27.

Health Promotion

- A City-Wide Wellness Worksite Intervention Program, Lisa Lorenzini, MPH, CHES, and Naomi Modeste, Dr. PH, CHES, November/December, p. 21.
- Communication Drives
 Rollerblade's Wellness
 Program, Jeffrey Westbrook,
 February, p. 26

- Fitness Class Combines
 Aerobics With Self Defense,
 Ronald O. Boykin,
 September, p. 35
- "Get the Fat Out" Seminars, Traci Jones, CESRA, October, p. 28
- Mainstreaming Fitness at Ashland Oil, Inc., David M. Dale, August, p. 27
- Mood Disorders: Warning Signs and Action Steps, David Chaudron, Ph.D., January, p. 30
- Motivating Volunteers to Be Instructors, Jan Castelli, CESRA, July, p. 31
- Providing Motivation: The Presidential Sports Award, Tom Leix, March, p. 32
- Quaker's Integrated Approach to Health Care, Joan Cantwell and Kathy Allen-Kahn, April, p. 35
- Worksite Health Promotion Bottom-Line Facts and Figures, Steven Blair, May/ June, p. 32

Solutions in ES&R

- Communicating Effectively With E-Mail, Ron Solberg, January, p. 36
- Facilities, Funds and Outsourcing, Arnie Rinta, CESRA, April, p. 44
- Flu Shots May Reduce Sick Days, Michelle Nagel, October, p. 36

- Low Cost Program Ideas, submitted by MARES, July, p. 40
- Rebuilding Sports Leagues, Fred Tamagawa, Desiree Beaudry, Scott Kerr, May/June, p. 44
- Resourcefulness is Key for One Person Staff, Joyce Caldon, March, p. 40
- Retiree Club Continues Relationships Among Peers, Jim McCowen, August, p. 32
- Tell 'Em About It: New Discount Offerings, James M. Yasinow, November/December, p. 36
- Understanding Complainers, Olivia Perez, September, p. 40

Travel

- Beyond the Discount Card, Jennifer Thompson, September, p. 20
- Camping Doesn't Have to Mean Roughing It, Laurie Ryan, September, p. 29
- Responding to Increasing Family Travel, Cindy J. Barclay, September, p. 26
- Take the Bumps Out of Your Next Bus Trip, Cynthia Helson, February, p. 16
- The Other Side of Las Vegas, Las Vegas Convention and Visitors Authority, September, p. 11
- Why Use A Travel Agent,
 American Society of Travel
 Agents, Inc., November/
 December, p. 17

(Continued from page 36)

attractions and hotels around the country don't promote their discounts, so one of our other slogans is: "If you don't ask, you don't get." We encourage our members to ask for discounts. And when one of our members becomes aware of a new discount opportunity, we're glad to publicize it to our full membership.)

- **6.** E-Mail or Voice Mail. If you have the ability to use your computers to send E-Mail messages to your employees, this is another way to communicate discount information. Voice mail can also be effective, but keep the messages to no more than 15 seconds, preferably 10. Many people responding to voice mail consider unsolicited advertising messages an invasion of privacy, so you need to respect those feelings.
- **7.** Paycheck stuffers or paystub messages. Your payroll department may permit you to enclose a limited amount of discount information in payroll envelopes. Many companies however, are using computergenerated self-contained paychecks that do

not require envelopes. The self-contained paychecks have the ability to carry paystub messages, which frequently promote company benefits, food drives, United Way campaigns, etc. You may be able to use your company's paystubs to promote a brief statement about available discounts.

organization may be restricted to certain information, or the locations may not be to your liking. Portable easels containing discount information can be placed near company entrances, which are excellent high-traffic locations. To make certain no one else uses these easels, we have a sign at the top of ours that says: "For exclusive use of American Greetings Rec Club." It works.

We haven't tried hot-air balloons, interactive TV, banners towed by airplanes, people carrying sandwich boards, cash register tapes at our company store, or other means of communicating information on discounts, but the possibilities are unlimited. Use whatever works for you.



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Tell 'Em About It: New Discount Offerings

By James M. Yasinow

Choose the best media to get the word out about new discount programs.

he phone rings. The man on the line represents a national motor oil company. He offers you and your employees a 10 percent discount on oil changes, repairs, tires—everything except gasoline—at all his company's locations in your area. You've already researched them. It's a good deal, and you accept with pleasure.

What's the best way to tell your employees about the discount? That's a common question for people in the employee services field. An increasing number of suppliers realize that corporate employees represent an excellent source of new business and they are eager to solicit you with enticing discount offers.

Getting the discount offers is one thing, but getting the word out is quite another. Here are a few ideas you can use. Some companies use just one of these methods, others use many of them:

- **1.** Bulletin boards. Post periodic flyers featuring discount opportunities. Since many offers are time-dated, with specific expiration dates, be sure to highlight the dates. Some suppliers will provide attractive flyers they've already printed, so all you have to use are thumbtacks or pushpins. To save bulletin board space, however, you can list more than a dozen discount opportunities on a single sheet of paper.
- newsletter distributed to all employees, this is an ideal medium for communicating discount information. The only trouble is that newsletters take time to write, print and distribute. If you have the time (and company support), take advantage of the opportunity posed by the existing newsletter to tell your employees about all the great ways they can save money. Research what kinds of articles your newsletter will accept. If they don't accept your material, consider other options.
 - 3. Rec Club Newsletters. If you have an

employee association or recreation club newsletter, you don't have to worry about trying to get discount information in your organization's major publications. And you've obviously got more space to devote to what you want to say. Encourage your employees to save back issues of your newsletters, because you'll seldom have the room to put all your discount opportunities in one issue.

- discount offerings. This will take some doing, but a folder can do the job. An 8-1/2" x 11" sheet of paper printed on both sides, can be folded to give you six panels of printed material, in a form that will easily fit a standard #10 envelope. This format will give you plenty of space, but if you need more, use an 8.5" x 14" or an 11" x 17" paper, folded to meet your needs. Also consider creating tabletop tent displays for your cafeteria, break rooms or other public places.
- example, 1995 NESRA President John Felak, CESRA, of the Operations Recreation Association and Past President Ralph Ferrara, CESRA, of General Mills recommend developing a Florida Discount Package. This packet of information is sold to employees for a nominal fee, just to cover administrative costs. The package includes discount information on Florida attractions, hotels, restaurants, shopping and more. Employees appreciate having everything packaged for them.

(The discounts available on Florida vacation trips can be quite substantial. One of the members of our American Greetings Recreation Club reported to me that she had saved more than \$500 for her family on a recent Florida vacation trip by taking advantage of discounts offered through our AG Rec Club. Our motto is: "Why Pay Retail?" and our associates appreciate the values we provide our members.

At the box office or registration desk, most

(Continued on page 34)



Jim Yasinow is corporate manager, employee activities for American Greetings Corp. in Cleveland, Ohio.



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WEW(O)

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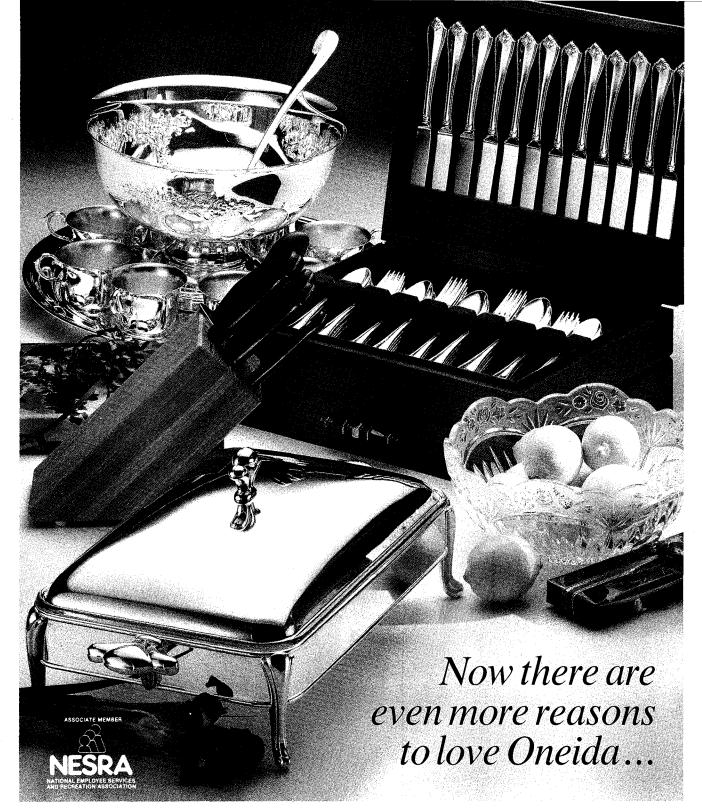
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